

Austria	Sh202	Indonesia	Riyals Oman	Dr 1
Bahrain	DM1,000	Iran	Malaysian Ringgit	Pounds
Belgium	DM1,000	Iraq	Malaysian Ringgit	DM1,000
Cyprus	DM1,000	Italy	Lira	DM1,000
Egypt	DM1,000	Jordan	Lebanese Lira	DM1,000
Finland	DM1,000	Lebanon	DM1,000	DM1,000
France	DM1,000	Luxembourg	DM1,000	DM1,000
Greece	DM1,000	Morocco	DM1,000	DM1,000
Hong Kong	DM1,000	North Africa	DM1,000	DM1,000
India	DM1,000	Norway	DM1,000	DM1,000



# FINANCIAL TIMES

No.30,810.

SINGLE MARKET

Seoul cleans its image for 1992

Page 6

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## World News

## Business Summary

## Pressure builds for ceasefire in Namibia

Senior UN officials made their first visit to the battlefield in northern Namibia for talks with South African field commanders as diplomats in African and other capitals sought to reach a UN-monitored ceasefire.

More than 180 people have died in the past four days in fighting across northern Namibia between South African security forces and guerrillas of the South West Africa People's Organization (Swapo). Page 22 Swapo seeks to shift blame, Page 3

**Bush NATO visit**  
President George Bush announced plans to travel to Europe next month to attend a special meeting of the North Atlantic Treaty Organisation celebrating 40th anniversary of the Alliance. Page 22

## Eta ends truce

Attempts to bring about a negotiated solution to Basque terrorism were finally dashed as the separatist organisation Eta announced it was ending its three-month truce and would resume a campaign of violence. Page 2

**Coup leaders leave**  
Haiti's military government, which survived a coup attempt on Sunday, allowed the leaders of the uprising to leave the country for the US. Page 4

**Lima blacked out**  
Much of Lima, Peruvian capital, was without electricity while repairs were made to pylons damaged by the Tupac Amaru revolutionary movement (MRTA). Page 4

**Fraser report moves**  
Pressure grew on the US Government to publish official report into the takeover of House of Fraser by the Fayed brothers after acknowledgement that it contained evidence of "wrongdoing." Page 14

**War debt accord**  
Iraq's major Western creditors reached a private understanding of terms they will accept in rescheduling Iraq's huge wartime debt. Page 3

**Sri Lanka alert**  
All army and police leave in Sri Lanka was cancelled and the security forces were on full alert to cope with a counter-attack strike by the ultra-nationalist JVP. Page 3

**Banks reopen**  
Banks reopened in Argentina but foreign exchange dealing remained suspended for the second consecutive day as the country awaited confirmation of a devaluation of the austral. Page 4

**Polish talks rift**  
A rift between the Polish Government and the OPZZ official trade union grouping is threatening the planned completion of Poland's round-table talks. Page 2

**EC health accord**  
Three proposals for common EC rules for health and safety in offices and factories are expected to win an outline accord from the EC's 12 social affairs ministers. Page 2

**Boy wins \$225,000**  
Ilias Argyridis, a three-year-old Greek boy, won \$225,000 on the national soccer pools after predicting the correct outcome of all 13 weekend matches for his parents' coupon. Page 2

**MARKETS**  
**Australia**  
All-Ordinaries Index  
1540  
1500  
1450  
1420  
Jan 1989 Apr

**INTEREST RATES**

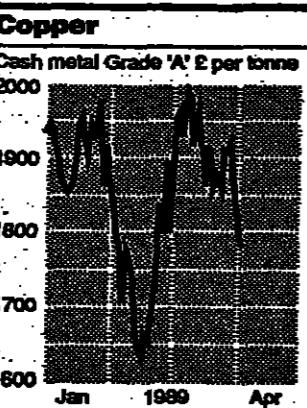
US Junications  
Federal Funds 9.1%  
(%)  
3-month Treasury Bills: DM1,8700 (1,8820)  
yield: 9.125% (8.18)  
Long Bond: 9.8% - Y130.90 (132.05)  
(9.7%)  
yield: 9.050% (8.05)  
**GOLD**  
New York: \$160.00 (+0.2)  
Comex June  
close: 13.1% (13.1)  
West Tex Crude:  
\$22.355 (+0.18) (May)

## Takeover code for French bourse

French Stock Exchange Council published details of its take-over code, which would force an investor to make an outright bid once he has acquired more than a third of the stock of a listed company.

The new rules are subject to the approval of the Finance Minister, on the advice of the Commission des Opérations de Bourse, French stock market regulatory authority, and the Banque de France. Page 22

**COPPER** prices the LME continued Monday's retreat, cash metal shedding \$27 a tonne to close at \$1,779.50. Sterling's



strength against the dollar accounted for most of the fall. Commodity, Page 24

**CONSOLIDATED Gold Fields**, UK diversified mining group, produced a "unique performance pledge" as it fired the last shots in its battle fight off of £22m (£1.45m) handle bid by Minerva, South African-controlled investment company. Page 23

**CARDO**, Swedish industrial holding company affiliated to the Volvo group, is to buy Skine-Gripen, Swedish industrial conglomerate, in an agreed takeover bid worth Skr1.5bn (930m). Page 23

**SPECULATION** over future claims of IBM Arrows associated with Harris Associates Chicago-based investment group, disclosed a 6.16 per cent stake in the UK-based employment agency bedevilled by management upheavals. Page 23

**SAUDI INTERNATIONAL**, consortium bank in which the Saudi Arabian Monetary Agency has a 50 per cent shareholding, reported pre-tax profits of \$11.0m (£18.7m) for 1988. Page 22

**US Treasury bonds moved** modestly higher as the dollar clawed back above recent lows. Page 23

**COCA-COLA**, US soft drinks group, has coupled its controversial proposal for a new manufacturing plant in India with an offer to assist India's balance of payments through further exports. Page 5

**KENYA**: two international loans to the country worth about £500m are in jeopardy after disagreements between the government and the IMF and World Bank. Page 5

**JOHN FREIDRICHSEN**, Norwegian shipping magnate, placed orders worth around \$700m with shipyards around the world. Page 6

**HOECHST**, West German company which is the world's biggest chemicals group, plans to expand its fibre interests into South East Asia following its move into the US fibres market with its purchase of Celanese for £2.5bn. Page 24

**FORD**: several Ford US employees have been disciplined by the company for accepting gratuities from a major supplier. Page 4

**CITIZENS & Southern**, leading Atlanta bank, has rejected a \$2.5m takeover bid from NCNB, rapidly expanding regional bank. Page 24

## Alaska pays a high price for oil

By Jamie Buchan in Prince William Sound, Alaska

APPROACHING Naked Island, an hour by small boat out of the port of Valdez, Alaska, there is a sight so bizarre it might have come out of a dream. On a pebbly shore, below beetling granite-cliffed cliffs in one of the wildest places on earth, dozens of pelicans in green, yellow and red anthers are seated in a long row.

They are wiping stones with rage. Every now and then, one lifts a stone, inspects it carefully and then tosses it into the Sound. He picks up another from the millions around him and starts wiping oil off it. The oil is so thick on the beach that it is hard to stand. Walk and you fall.

Welcome to the clean-up of Prince William Sound. For the past 12 days, more than 10m gallons of crude oil from the stricken tanker Exxon Valdez have been driven by current and wind, across the face of the sound and on to cliffs and shore, seabirds, fish, mammals and smaller forms of life.

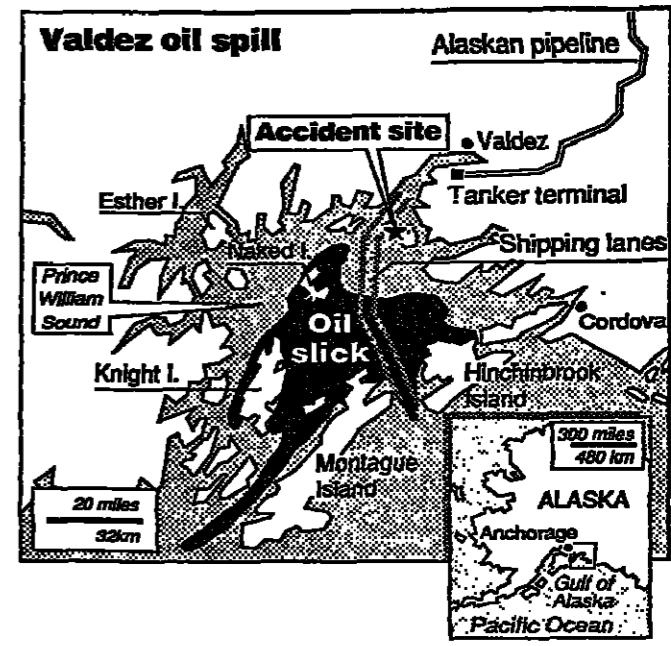
On Naked Island, 100 of the thousands of Alaskans and other Americans who have come to Valdez looking for work are getting \$16 an hour for a 12-hour day, cleaning pebbles for Exxon, the oil company responsible for the spill.

If an otter is found, exhausted on the shore the rescuers get Exxon up on the radio and a helicopter flying over to Valdez. According to Dr Randy Davies, a otter biologist from San Diego who is in Valdez, it may take five people

four hours just to clean the animal. If the otter survives - and 11 of the 23 brought in by Sunday have died - it will be flown down to San Diego for rehabilitation.

Prince William Sound, a place so beautiful and empty it bewitches the mind, is full of these hallucinations of scale and effort. The mammal apparently most vulnerable to the oil is the sea-otter. It will die of cold if it has become matted with oil.

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## IMF policy committee insists on linking loans to debt reduction plan

By Peter Norman and Stephen Fidler in Washington

THE International Monetary Fund's (IMF) policy-making Interim Committee yesterday insisted that new commercial bank loans to developing countries must be part of officially supported debt reduction plans.

The 22-nation committee, which includes both industrialised and developing nations, backed a strengthening of the current international debt strategy by placing greater stress on reduction of debt and debt service.

The committee adopted the decision reached on Sunday by the Group of Seven (G7) leading industrial nations that the IMF should provide resources to assist debt reduction operations in debtor nations pursuing sound economic reforms.

It became clear yesterday the IMF would look more favourably on countries with thorough-going economic reforms.

"The stronger the programme of a country, the stronger the financial support," Mr Michel Camdessus, IMF managing director, said at a press conference.

New money from the banks would be an integral part of restructuring a debtor nation's economy with the help of debt reduction.

The committee's insistence on banks providing new loans reflects concern that some banks will use officially supported debt reduction to cease extending new funds to debtors.

Mr Fidler said that examination would cover complex technical questions as well as matters of principle. Britain, in particular, argued that interest support harboured the danger of transferring risk from banks to taxpayers.

In a statement to the Development Committee, Mr Nicholas Brady, US Treasury Secretary, said the World Bank needed to strengthen the effectiveness of its structural adjustment lending programmes to developing countries.

The Bank should obtain the approval of its board for the resumption of individual tranches of such programmes, he said.

This demand to restrict the G7 decision to "examine" the provision of IMF or World Bank funds for limited support of interest payments

Speaking at a press conference, Mr Ong Ong Fuding, the Dutch Finance Minister and chairman of the Interim Committee, admitted that the key element in US proposals for debt reduction had been a concession.

Mr Fidler said that the actual change between February and March was a fall of \$1.25bn. The difference between this and the monthly average change is explained by \$66m proceeds from the sixth tender of Treasury bills denominated in European currency units offset by \$57m of maturing Ecu Treasury bills. Requirements of borrowing under the exchange cover scheme totalled \$327m.

In London, sterling ended at DM5.19 against DM1.725 at the previous close and at \$1.7055 against \$1.6980.

The reserves figures include action at the end of February when sterling fell steeply amid fears of higher interest rates in West Germany.

Speaking in Washington after the meeting of the Group of Seven industrial nations, Mr Lawson said intervention and interest rates would be used as necessary to prevent sterling falling. Interviewed on BBC

radio, he said: "Any depreciation of the pound would be wholly inappropriate."

It suggests that action to support sterling was more extensive than previously thought. The Bank of England was also selling dollars during the month to check rises in the US currency as part of co-ordinated worldwide intervention by major central banks. The dollar yesterday slipped against other major currencies in European trading, continuing falls on Monday.

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## EUROPEAN NEWS

**Basque separatist group promises new terror campaign**

### Eta violence feared as talks end

By Tom Burns in Madrid

ATTEMPTS TO bring about a negotiated solution to Basque terrorism were finally dashed yesterday as the separatist organisation Eta announced it was ending its three-month truce and would resume its campaign of violence.

Eta's terse statement - "at zero hours on April 4 all fighting fronts will be opened" - prompted an immediate top security alert as it was feared that the separatists would rapidly back up their renewed war pledge with action.

There was considerable vigilance on Spain's Basque region border with France where police from both countries worked together to prevent the entry into Spain from France of Eta militants. Five reserve companies of anti-terrorist police were drafted into Madrid from the provinces to provide additional security.

The statement, delivered to the San Sebastian newspaper

EGIN which acts as Eta's platform, served notice that the "accords of Algiers have definitely broken down". This meant an end to a series of contacts between Eta representatives and Madrid government officials that have been conducted intermittently since the truce began in January using the mediation of the Algerian government.

The definitive breakdown of the contacts stunned Madrid and Basque officials even as they braced themselves for more murders, bomb attacks and kidnappings. For the past week and a half, the Algiers talks and speculation on whether or not Eta's truce would be extended were the dominant issues of Spanish news.

The separatists had first announced, on Easter Monday, they were extending their ceasefire for a further three months, but then announced they were breaking the truce

because they objected to the wording of Madrid's statement on the progress of the talks.

They subsequently back-tracked again, saying they would prolong the truce first by 24 hours and then by a further 72 hours.

For the past week and a half Interior Minister Jose Luis Corcuera and the senior officials who have been conducting the highly secret talks were reported as talking to the French and the Algerian governments and as flying back and forth between Paris, Algiers and Madrid in an effort to maintain the momentum of the peace process.

The alternately dovish and hawkish statements issued by Eta during the negotiating round could indicate a split in the organisation's ranks, particularly between those who have been conducting the talks in Algiers and the separatist leaders to whom they have

been reporting.

The latter, Eta members who are either imprisoned or living clandestinely in France, are the ones controlling the numerous active cells of gunmen and bombers who have now been ordered into action again.

A split within Eta and, by extension, a division within its political front party in the Basque region, the radical nationalist coalition Herri Batasuna, appears to be the test that can be read from Madrid's point of view, given a situation that was described by one senior official as a cul-de-sac.

Another hope is that moderate Basque nationalist parties will now close ranks to firmly oppose Eta and Herri Batasuna. Such parties, which represent an overwhelming majority of Basque opinion, have increasingly been adopting such a stand.

### Pandolfi bar on genetic engineering project

By William Dawkins in Brussels

THE NEW European Commissioner for Research and Development, Mr Filippo Maria Pandolfi, has frozen indefinitely an Ecu15m (23.75m) research project to study human genes with the aim of predicting diseases.

This is believed to be the first time a Commissioner has blocked one of Brussels' own technology programmes.

It comes as a result of warnings by the European Parliament that such a plan should not be allowed to proceed without some European Community ethical laws on biotechnology.

European MPs from the West German Greens party, in particular, have expressed worries that the results of the project could be abused to influence people's decisions on getting married and having children.

From there, it could be a short step to the genetic modelling of races.

A European Parliament report by Mr Benedict Haerlin, of the West German Greens, calls for important changes to the scheme, including the establishment of strict ethical controls.

It would channel Community cash into cross-border research projects into the use of biotechnology to forecast the likelihood of individuals catching specific diseases.

The plan, to cover the three years to 1991, would also promote "better understanding of the mechanisms of heredity," including the establishment of an ordered genome library of human DNA," says a Commission paper.

As such, officials stress the scheme would simply collect facts about genetically related disorders and have none of the sinister underlying consequences apparently suspected by the European Parliament.

The hitch is intensely frustrating for the Commission officials who drew up the scheme, known as Human Genome Analysis, last year.

It was tabled without controversy last summer by Mr Karl-Heinz Nieray, the West German Industry Commissioner, who handed over the technology portfolio to Mr Pandolfi on his retirement in January.

Greek, Turkish Cypriots to unstaff Green Line

THE governments of Greek and Turkish Cypriot communities have agreed to withdraw soldiers from three tense observation points on the Green Line in Nicosia, AP reports

points."

The UN Peacekeeping Force in Cyprus, known as UNFICYP, was established in 1964. Since 1974, it has patrolled the Green Line in an attempt to defuse hostilities. It has about 2,100 troops and 34 police monitors from nine nations.

Mr Rauf Denktash, the president of the breakaway Turkish Republic of Northern Cyprus, confirmed that his government had fully agreed with the UN plan for the pullback.

Greek Cypriot troops are only 10 meters from Turkish Cypriot troops at some points along the buffer zone known as the Green Line. Last year, a Turkish Cypriot and a Greek Cypriot were killed in separate sniping attacks.

In the first two months, exports rose by 29 per cent over last year and imports by 27 per cent, the Federal Statistics Office said.

The main stimulus to West Germany's soaring export performance has come from western Europe, and Commerzbank said in a report on West German trade yesterday that EC countries would again provide the best opportunities for the country's foreign sales.

Last year, West Germany's surplus with other EC countries advanced by DM11.4bn to DM51.1bn, the biggest customers being France, the UK, Italy, and the Netherlands.

The overall trade surplus was a record DM123bn, which economists expect to increase again this year.

The industrial output figures released by the Economics Ministry showed a gain of nearly 5 per cent for February over the same month of 1988 and one of 1.3 per cent over January, 1989.

On a seasonally adjusted basis, the February rise over January was 0.3 per cent, with a jump in both January and February of 6 per cent over the same two months of last year.

Fears of overheating led the Bundesbank to raise interest rates early this year, but it was at pains to explain yesterday that it had no plans to tighten monetary policy further.

This was after it reverted to an interest rate tender for this week's securities repurchase agreement, thus allowing commercial banks to set their own rates.

In past weeks, it had adopted a fixed rate tender to calm financial markets and keep rates steady.

This week's change is expected to lead to an increase from the latest 5.86 per cent repo rate, but no rises in the key Lombard and discount rates are seen likely at tomorrow's Bundesbank council meeting.

Pandolfi warns from European MPs

### Official union puts Poland's round-table talks at risk

By Christopher Bobinai in Warsaw

AN UNUSUAL rift between the Polish Government and the OPZZ official trade union grouping is threatening the planned completion today of Poland's round-table talks.

The row, over the extent to which wage-earners are to be have their incomes linked to the rise in retail prices.

It has forced the Solidarity union, which is about to be legalised, into an uneasy alliance with the Government in its battle against the OPZZ, which is led by Mr Alfred Miodowicz, a politburo member.

On Monday evening top negotiators from all three sides, accompanied by Roman Catholic Church observers, began a last-ditch attempt to remove remaining differences and enable the round-table talks to close today.

However, the meeting in Magdalena, a Warsaw suburb, was overshadowed by the OPZZ's insistence that incomes be linked 100 per cent to inflation.

It appears to be backed by conservatives in the Commun-

ist party opposed to the round-table contract. Indeed, Mr Raimond Morc, leader of the official miners' union, openly accused General Jaruzelski last month of making too many political concessions to Solidarity.

Yesterday, at Magdalena, the authorities gave way to Solidarity on strengthening the powers of a democratically-elected Senate over legislation passed by Parliament, and this has opened the way to a final agreement.

The round-table package includes a Solidarity promise not to boycott elections in June and forces a minority opposition presence in Parliament and a free contest for the new upper chamber.

Yesterday Solidarity issued a statement accusing the OPZZ of attempting to sabotage the talks and demanding a consumer goods' price freeze to stay in place until the indexation system begins to function.

### Moscow urged to scrap giant oil project

By John Lloyd in Moscow

THE DEEPENING crisis in the production and availability of consumer goods in the Soviet Union has prompted a group of senior Soviet scientists to call for the scrapping of one of the country's biggest investments - the construction over the next decade of five petrochemical projects in the oilfields of western Siberia, planned as joint ventures with US, Japanese, West German and Italian companies.

The attack on the project, approved at the end of last year by the Council of Ministers, is given extra weight by being headed by three full members of the academy of sciences - Mr Boris Laskorin, Mr Nikita Moiseyev and Mr Mikhail Styrkovich - and by its support given to it by Ivezstia, the government newspaper.

The scientists, in a letter to the newspaper, claim that the project will cost more than double the projected Rs41bn (23.8bn) investment, will force the relocation of more than 1m workers and their families to the inhospitable Tyumen region of Western Siberia, will cause ecological disaster in the area and will, when on stream, force down the world price of plastics and polymers.

Above all, they claim that the investment will starve both the rest of the chemical industry of much needed funds, inhibit the adoption of energy saving strategies and "exclude any possibility of reorienting the economy in the 13th and 14th five year plan periods (1990s) to social needs."

They say that the cost of infrastructure in the region needed to support the plants would be some Rs20-25bn, financed exclusively by the Soviet side of the joint venture. "In this way we are almost giving a present to the western countries by creating at our own cost a system of buildings and infrastructure to serve the joint venture. Are we really so rich to bite off such a large slice from our not-so-luxurious cake?"

The academicians stress that their objections spring in the first instance from concern over the social crisis in the USSR. "The growing political activity of the people and growing social optimism is not accompanied by any significant improvements in the resolution of existing social problems. This situation cannot continue for long. We have to change the economic structure and use existing resources constructively."

In a brief response also printed by Ivezstia, Mr A I Lukashov, deputy chief of Gosplan, the state planning agency, says the project is a "commercial secret and thus not open to public discussion, especially by 'incompetent sources'" in an editorial.

The newspaper says it "has to be debated competently and universally - you cannot discuss a project affecting the lives of millions of people without their knowledge."

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President Mitterrand samples some of the culinary delights of the town of Gmünd where he met Chancellor Kohl

### Mitterrand and Kohl prepare for summit

By Haig Simonian in Gmünd

MILITARY ISSUES remained surprisingly absent from the agenda at yesterday's meeting between Chancellor Helmut Kohl of West Germany and President Francois Mitterrand of France, called to prepare their positions ahead of a string of international conferences in next three months.

The meeting in the small Bavarian town of Gmünd, marking the first visit by a French leader to the town since Napoleon in 1805, was devoted to co-ordinating joint positions at the forthcoming European summit in Madrid at the end of June, and the seven nation world economic summit, which is due to take place in Paris in July.

However, President Mitterrand used the occasion to launch a powerful call for a return to stability in Lebanon, currently rent by renewed sectarian fighting. The President said France and the European Community had made a variety of diplomatic initiatives, so far in vain.

However, the President was short of concrete suggestions for ending the fighting, apart from further moral, psychological and diplomatic pressure by concerned nations.

With the report by the Delors committee on closer European economic and monetary co-operation due to be submitted by the end of this month, monetary and economic issues played an important part in the two leaders' talks. Mr Kohl said he hoped the EC would be able to push through the major lines of pol-

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Hungarians are expected to stay at home and celebrate the liberation of 1945. Instead, they rushed across to Austria.

This surge of panic-buying stems from new regulations

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## Creditors reach accord on Iraqi debt repayment

By Andrew Gowers in Baghdad

IRAQ'S major Western creditors have reached a private understanding of the terms they are prepared to accept in rescheduling Iraq's wartime debt.

The informal agreement, understood to have been reached at the Paris Club of industrialised countries in January, is designed to prevent Iraq continuing to play its creditors off against one another to obtain favourable rescheduling terms.

It is understood to set a five-year limit for bilateral rescheduling agreements in the absence of a full-scale multilateral rescheduling under the auspices of the Paris Club.

Iraq's total foreign debt is a secret, but Western estimates range upwards from \$65bn. Of this, \$30bn is owed to other Arab countries, principally Saudi Arabia and Kuwait which helped bankroll the Iraqi war effort. These are unlikely to be repaid.

Iraq's debts to developed countries are substantial, with Japan exposed for around \$35bn and France and West Germany possibly owed \$5bn each.

Baaghdad has handled the debt burden with considerable skill, negotiating with each creditor to reschedule payments from 1985 on. It has used prospects of post-war reconstruction business to encourage creditors to extend more

money. Creditors appear to have been prompted to form a united front in January by the prospects of further rescheduling negotiations. The grace period of several of Iraq's earlier deals end this year. Payments due during 1989 are estimated at around \$3bn against last year's oil revenue of \$12bn. Iraq is expected to meet some of the required payment in oil.

West Germany has reached agreement with the Iraqis to reschedule DM1.6bn under the Paris Club terms. Italy has resolved outstanding problems, and Turkey is thought to have made a deal.

Iraq has agreed to put 25 per cent of its Japanese oil sales revenues into an escrow account in Tokyo to service its estimated \$2bn-\$3bn owed to the three main Japanese trading houses. Japan is rumoured on the point of another deal to cover other Iraqi debt. But Iraq and France have failed to reach agreement on rescheduling.

Western officials are worried by the scale of Iraq's debt and that Baaghdad appears to be postponing payments with no overall agreement in prospect. Some industrialised countries would like to press Iraq to go to the Paris Club, but Baaghdad is unlikely to agree as this would entail outside scrutiny of its finances.

## US report of nuclear arms capability dismissed

By Andrew Gowers

WESTERN OFFICIALS based in Baghdad have dismissed an American newspaper report that Iraq is on the point of producing nuclear warheads for its growing arsenal of long-range ballistic missiles.

The report, published last week in the Washington Post and attributed to Israeli intelligence sources, said Iraq was making a nuclear warhead for a missile which could reach Israel. Some of the Israeli sources said Iraq was only two years from testing such a warhead, while others said the Iraqi project would need another five years.

The allegation – predictably denied by Iraqi officials – has caused controversy ahead of this week's talks between Mr Yitzhak Shamir, the Israeli Prime Minister, and President Bush.

Iraq does have what is believed to be a fairly low-level research programme on nuclear energy, and there has

been much speculation that in the long term Baghdad might harbour wider nuclear ambitions. It was concern over this possibility which prompted Israel to bomb the Osraq reactor in 1981.

The Western officials in Baghdad say Iraq has not reacted that reactor, although its other small experimental nuclear reactor at Salman Pak near Baghdad, is still operating.

The International Atomic Energy Agency conducts regular inspections to ensure that its use is purely peaceful, and diplomats can find no evidence that Iraq's research has yet taken it into more sinister territory.

"We don't have any evidence that they're anywhere near that stage," said one. "It sounds to me like the Israelis are piecing a lot of little things together and making too much of it."

## Sri Lankan forces on alert ahead of strike

By Mervyn de Silva in Colombo

ALL ARMY and police leave has been cancelled and the security forces placed on "full alert" to cope with a country-wide strike by the ultra-nationalist JVP today.

It is the anniversary of the abortive insurrection of 1971 launched by the JVP against the left-inclined "United Front" of Mrs Sirima Bandaranaike.

The *karta* (strike) is the first major political confrontation between the JVP and the newly elected President Rama-sinha Premadasa.

The JVP has ordered all shops, markets, government offices and banks to close, and asked private bus operators to

keep off the roads. However, it seems to have had second thoughts on its original plan to paralyse the country for one week, ending after the Sinhalese-Tamil new year on April 12-13.

In its latest appeal, it has merely asked people not to celebrate the New Year in the "traditional fashion" but in a "low key" way, mindful that Sri Lanka is occupied by 50,000 troops of the "Indian expansionists, agents of Western imperialism" and that hundreds of young Sinhalese "patriots" are being butchered by the service pro-Hindi Premadasa Government.

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## IMF/WORLD BANK MEETINGS

# The West takes a leap in the dark on debt

Peter Norman and Stephen Fidler analyse the attempt to solve the Third World lending crisis

**T**HE agreement to put the financial muscle of the industrialised world behind cutting the developing world's debt burden is an attempt to put an intractable problem into a virtuous circle.

At first sight, the agreement yesterday of the International Monetary Fund's policy-making Interim Committee for the IMF and World Bank to provide resources to facilitate debt reduction operations appears to be little more than an arcane modification in an already abstruse area of policy.

But the background to this week's decision, and the agreement to examine limited interest support for debt or debt service reduction, is dramatic enough.

This week's moves follow February's bloody riots in Venezuela, that left 300 dead and highlighted the growing economic, social and political strains in Latin America.

The agreement reflects the changing nature of the debt crisis over the six and a half years since Mexico shocked the world by announcing a moratorium on the payment of its commercial bank debt.

The good news is that the crisis is no longer perceived as a threat to the world's financial system. The banks, which



WORLD BANK  
WASHINGTON '89

lent so much to Latin American debtors in the 1970s, have rebuilt their balance sheets by provisioning against loan losses and increasing capital.

The bad news for Latin America is that the banks have also scaled back their financial exposure to the continent.

This, combined with the endemic problem of capital flight, has condemned countries like Mexico and Brazil to shortages of capital for investment and falling living standards.

The economic crisis in Latin America has deprived the US of its industrial base, of trading opportunities, imposed a social and strategic threat in America's backyard.

Over the years, creditor nations have found themselves becoming more exposed in the debtor nations. Mr Nigel Law-

son, the UK Chancellor, pointed out this week that the exposure of the commercial banks to the world's 15 most

heavily indebted, mainly Latin American countries had increased by 17 per cent since 1982 while the exposure of creditor governments and international institutions like the IMF had risen 107 per cent.

The upshot according to the Washington-based Institute of International Finance, which speaks for commercial banks, is that official creditors now hold 37 per cent of the total debt of these countries compared with 23 per cent.

For countries like the US, Japan, France and Canada, such figures override worries that debt reduction backed by the IMF and World Bank, would be a bail-out of the banks, leading to a transfer of risk from private creditors to taxpayers of the industrial countries. Right transfer, they say, is happening in the case.

Officially-backed voluntary debt reduction would be subject to strict economic policy conditions set by the IMF, they say. It would therefore not only ease the financial burdens carried by the debtor nations but could enhance their creditworthiness so private creditors might once again be willing to lend new funds.

Fears of risk transfer have focused on the idea of providing limited interest support for

transactions involving debt or debt service reductions. This idea, which forms a key part of the debt initiative of US Treasury Secretary Mr Nicholas Brady, promises more for debtor nations than simple debt reduction because it would sharply reduce their debt service stream.

According to US plans, debt interest support would involve the supply by the IMF or World Bank of one year of interest on a rolling basis for a period of time. The money, to be placed in an escrow account, could only be used to pay interest owed by the debtor nation in the event of a default.

US Treasury officials point out that both the IMF and World Bank have sufficient resources to fund such a scheme. It therefore offers one year safety net to get a debtor nation back on track without a direct cost to the taxpayer.

The attractions for the US are considerable. It would obtain some protection against crisis in a strategically key area at little or no direct cost to itself.

In a significant victory for the US, the Brady bandwagon gathered force in Washington despite British objections and the reservations of many European central bankers. The IMF

emerged as an enthusiastic collaborator with the US, and is already working on technical details with the World Bank. For Mr Lawson, who had a fairly miserable time in Washington, officially backed debt reduction should be no more than a catalyst to encourage the banks and their clients to enter negotiations on cutting the debt burden of developing nations and possibly providing new funds.

With the industrial countries on board, what about the two other elements in the equation?

In debtor countries, the proposals have been greeted as an important conceptual breakthrough that recognises ability to pay as a key element in the debt reduction process.

The worry here is that the proposals may have aroused uncharitable expectations about the extent to which debtor countries will be able to reduce their debts. There is also the critical question of whether debtor governments will take the economic medicine necessary to ensure IMF and World Bank support for debt reduction.

Bringing the commercial banks on board remains a problem for several reasons. Privately, many bankers

express deep reservations, some contending they are being used as instruments of US foreign policy.

"This is not a bail-out of the banks, but a bail-in," says Mr Horst Schulmann of the Institute of International Finance.

Many bankers doubt whether the proposed general waiver of clauses in loan documentation - to ease the way to debt reduction - will be achievable. Some of these waivers would require 100 per cent support from hundreds of banks.

There are still many questions about how, in practical terms, the ideas will work. Answers are not likely to be forthcoming in any grand statement of intent from the IMF and World Bank, but in the practical operations with specific countries such as Mexico and Venezuela.

Apart from informed estimates from the World Bank that it and the Fund should each provide \$12bn, and the Japanese pledge of \$4.5bn, it is not clear how much money will go into debt reduction. Without that - and this clearly depends on many unknowns and unknowable variables - the extent to which the leap into the dark implied by the US proposals can induce the virtuous circle from other creditors.

• **Holy move:** The IMF is proposing an unusual form of structural readjustment financing. It is offering to resile the church that takes up the only corner of the city block not occupied by the Fund's headquarters. The soup kitchen run by the Western Presbyterian Church adds space to the social centre in the neighbourhood now dominated by huge office buildings. But the church's attendance is falling, and the IMF has offered to finance the resiting and rebuilding of the church in a more populous area of town.

## DEBT REDUCTION

Country	Amount (\$bn)	Proportion of debt(%)
Bolivia	0.3	36.7
Philippines	0.7	5.0
Argentina	1.7	3.6
Chile	5.8	36.5
Brazil	7.5	9.7
Mexico	10.0	13.6

(Estimated face amount of cumulative voluntary bank debt 1980-85  
Source: Institute of International Finance)

## IMF DIARY

### Gapology - jargon that makes the jaw drop

• **Wholly poaching:** Gapology is the latest and possibly the ugliest word to try to make its way into international monetary jargon.

It was used with jaw dropping effect by Mr Gerhard Stoltenberg, the West German finance minister, at a meeting with journalists.

What does it mean? It is, apparently, the state of ways to enable the International Monetary Fund to speed financial support to hard-pressed debtors and so overcome the time gap that usually arises while the Fund is trying to gain finance for the best deal from other creditors.

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## Year-end target set for decision on quotas

By Peter Riddell, US Editor, in Washington

THE policy-making Interim Committee of the International Monetary Fund yesterday set a target of the end of this year for deciding on an increase in IMF quotas, or membership subscriptions. Before then delicate questions have to be resolved on the size of the quota increase and, equally significant, its distribution.

IMF officials have called for a substantial increase, hinting at a possible doubling. Mr Michel Camdessus, its managing director, argued that a 50 per cent increase would be in line with economic growth since the previous rise: anything less and the IMF would shrink, especially given the proposed expansion in its role in debt reduction. France backs this line.

Japan and West Germany also support an increase, though for different reasons. Mr Satoshi Sumita, the Governor of the Bank of Japan,

withdrew his opposition to a quota increase partly because of the problems of the Interim Committee. But he conceded that a number of leading countries were opposed to this idea.

He said that, if the problem of debt service could be solved by the US proposals, he would be extremely pleased, but if not, France will bring up its plan again.



Pierre Bérégovoy: dollar should not be erratic

argued strongly on Monday that Japan's quota share, the fifth largest, does not reflect its economic position. The Interim Committee communiqué yesterday said that any quota increase should "take into account changes in the world economy since the last review of quotas as well as members' relative positions in the world economy".

In practice, everyone recognises that Japan will become number two. But this means displacing Britain and a general change in relative quotas. The European countries naturally recognise Japan's increased economic power, but they argue that until now it has not behaved as a leader in policy discussions. The absence of the Japanese finance minister for the second successive series of meetings has not helped.

There is no agreement yet on the pecking order in Europe.

Mr Pierre Bérégovoy, the French Finance Minister, remarked yesterday that he did not know how it would work out except that France would remain number four. Britain is the most cautious of the Europeans because of its reduced voting share and a reluctance to use taxpayers' money to bail out debtors.

West Germany supports a quota increase partly because of its own expansion in debt reduction channelled through the IMF as it is unwilling to follow Japan and promise increased bilateral support.

The US has until recently been opposed to a quota increase, but, outlining his new debt approach a month ago, Mr Nicholas Brady said implementation of the new efforts at debt reduction could "help lay the basis for an increase in IMF quotas".

However, US Treasury offi-

cials are careful to stress that for them the quota share is "not driven by the debt factor". On the US view the IMF already has sufficient resources to participate in debt reduction. Among other issues influencing the quota debate is their use by industrial countries, the possible increased involvement of the IMF with Eastern Europe, the IMF's use of borrowed resources and arrears of repayments, as well as debt.

Politically, there is also vocal opposition in Congress to a quota increase - to being seen to provide taxpayers' money to bail out the banks and imprudent debtors. So the administration has to tread carefully, establishing a track record with a number of agreements, notably with Mexico and Venezuela, to argue that a redirection of existing official resources assists debt reduc-

tion.

It then fell progressively to \$35bn by 1987, helped by a change in US reporting of its own current account.

"We thought we were on the right track," said an official in the Fund's economic department.

But 1988 appears to have proved the optimism unfounded. The discrepancy grew to \$78bn in 1988, and is projected tentatively to rise to \$87bn this year and to \$100bn in 1990.

## AMERICAN NEWS

### Shamir vows to fend off US pressure on Israel

By Lionel Barber in Washington

MR Yitzhak Shamir, the Israeli Prime Minister, declaring himself "immune to pressure", arrived in the US yesterday on a 10-day tour which will include a meeting tomorrow at the White House with President Bush.

Mr Shamir, 73, indicated his displeasure at Mr Bush's call this week for an end to the Israeli occupation of the West Bank and Gaza and a "properly structured" international peace conference.

Mr Bush's remarks - made after talks with President Hosni Mubarak of Egypt on Monday - stopped short of a shift in US policy but amounted to a warning shot across the bows of Mr Shamir to be more flexible in his approach to Middle East peace.

On the flight to New York from Tel Aviv, Mr Shamir told reporters that a peace conference "is a way to dictate to Israel to accept what no Israeli is willing to accept".

US officials said they expect

### Venezuela to withdraw subsidies on exchange

By Joe Mann in Caracas

MS EGLETT ITURBE, Venezuela's Minister of Finance, said in an interview yesterday the Central Bank would no longer provide foreign currency rates to subsidised interest and principal payments on Venezuela's private sector foreign debt.

She said the Government now expected private companies, which owe \$4.06bn to banks and other institutions overseas as long-term obligations, to work out refinancing arrangements directly with their creditors.

The \$4bn figure for private debt does not include more than \$60m in letters of credit issued to foreign creditors by Venezuelan importers. These letters of credit are another major problem for Venezuela's private sector, since a devaluation of the Venezuelan bolivar last month sharply raised LC repayment costs for local companies.

The Government last week advised international creditor banks of its decision affecting the private debt issue, but Ms Eglette's statement marked the first time the government made its position public here.

In its message to creditor banks, the Government said the Central Bank would not

### Mulroney to tackle unemployment insurance scheme

By David Owen in Toronto

CANADA'S much-criticised unemployment insurance programme is to be restructured during the second term of Mr Brian Mulroney's Government to place more emphasis on training and employment incentives.

The commitment was made by Ms Jeannine Sauve, Canada's Governor-General, in the Speech from the Throne to the combined House of Commons and Senate.

The speech also hinted at tough measures to address the federal budget deficit in the budget of Mr Michael Wilson, Finance Minister, which is

expected later this month.

In a broad-ranging address, which devoted much attention to environmental matters, the Government confirmed that it would push ahead with a string of initiatives left unfinished from its first term in office.

These include tax reform in the shape of a new national sales tax; financial services legislation; new bankruptcy laws; and further privatisations of Crown Corporations which "no longer serve a public policy role".

No mention was made of Canada's planned acquisition of nuclear submarines.

On the deficit, the Government described further progress as "a vital necessity if Canada's economic well-being is to be secured".

Pointing out that annual interest payments on accumulated debt are now consuming 31 cents of every \$1 of government revenues, it said that this is "putting pressure on Canada's ability to meet other priorities".

In order to reverse this trend, expenditures must be reduced and revenues must cover the cost of programmes," the Government said.

Canada's deficit as a percent-

### Washington strengthens airport security measures

By Lionel Barber

THE US has unveiled strengthened measures to improve security at international airports but it intends to maintain its policy of not publicising terrorist threats to airports.

The new measures include the purchase of up to 100 high-tech bomb detectors to be installed at high-risk airports in Europe and the Middle East. Federal Aviation Authority inspectors will shortly assist US carriers operating there.

The new rules follow the bombing of Pan Am Flight 103 which killed 270 people over Scotland last December. The bombing followed a series of government warnings about terrorist threats which were not made public until after the disaster.

Mr Samuel Skinner, Transportation Secretary, said the Administration continued to believe that public warnings of

security threats were counterproductive and hampered effective intelligence work against terrorists.

The new rules require airlines to confirm within 24 hours that they have received government security bulletins and show within three days that they have taken necessary precautions. These actions will, however, remain secret - but they could include intensified screening of baggage.

The bomb detectors - known as thermal neutron devices - cost just under \$1m each and are expected to take up to two years to introduce. The first device is scheduled to be installed at John F Kennedy airport, New York, by June.

Mr Skinner refused to name the airports listed as high-risk in Europe and the Middle East or to specify the additional security measures he and the FAA expect airports to take in the event of a security bulletin.

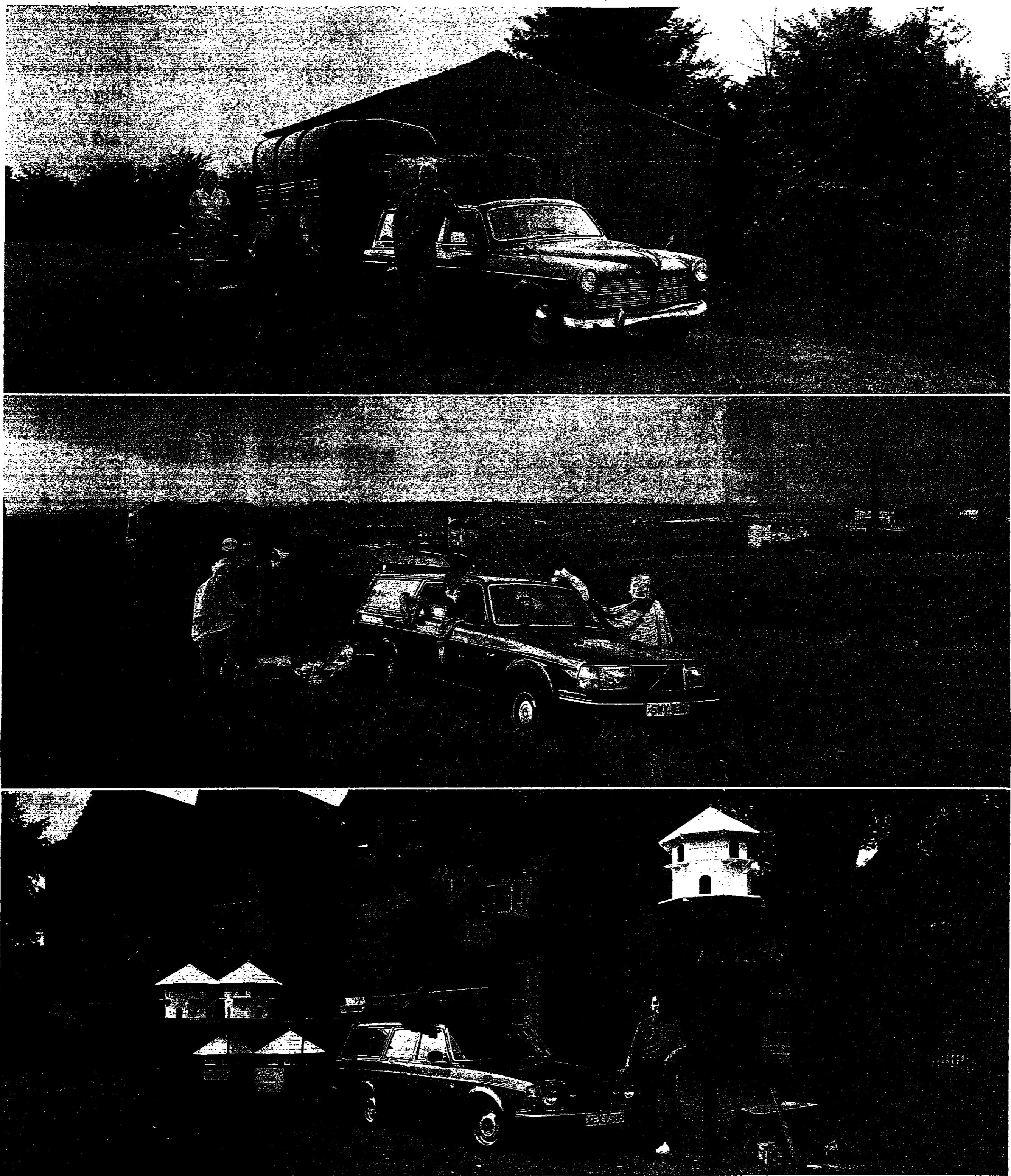
### Avril permits leaders of failed coup to leave Haiti

By Gary Mead in Buenos Aires

HAITI'S military government, which survived a coup attempt on Sunday, has allowed the leaders of the uprising to leave for the US, the government said yesterday. Reuter reports from Port-au-Prince.

The capital, Port-au-Prince, was calm yesterday after shooting overnight in the southern suburb of Delmas near the headquarters of the Leopards

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## NOBODY SELLS A VOLVO FASTER THAN A VOLVO OWNER.

Mr. Maddox in our top picture is a farmer. Since April 1967 he and his wife have owned a Volvo 121 estate.

To date, it's covered 310,000 miles on its original engine. (Though there was a re-bore at 134,000 miles.)

The car has carried children, dogs, sheep and regularly pulled a trailer.

Mr. Ibbotson in our middle picture doesn't need a trailer.

He regularly packs his theatre, props and puppets into the back of a Volvo 240 estate.

He's been driving Volvos since 1979 and he and

his wife take their puppet show to schools all over the North of England.

"The children," he says, "are very surprised when a theatre disappears into a Volvo."

Mr. Jackson in our bottom picture wouldn't be at all surprised.

He runs a garden furniture business that specialises in dovecotes.

His Volvo 240 estate has notched up 220,000 miles on its original engine.

Mr. Jackson bought it from a seed merchant who used the car to pull a one-ton trailer full of feed grain.

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## AN OPEN LETTER TO THE PUBLIC

On March 24, in the early morning hours, a disastrous accident happened in the waters of Prince William Sound, Alaska. By now you all know that our tanker, the Exxon Valdez, hit a submerged reef and lost 240,000 barrels of oil into the waters of the Sound.

We believe that Exxon has moved swiftly and competently to minimize the effect this oil will have on the environment, fish and other wildlife. Further, I hope that you know we have already committed several hundred people to work on the cleanup. We also will meet our obligations to all those who have suffered damage from the spill.

Finally, and most importantly, I want to tell you how sorry I am that this accident took place. We at Exxon are especially sympathetic to the residents of Valdez and the people of the State of Alaska. We cannot, of course, undo what has been done. But I can assure you that since March 24, the accident has been receiving our full attention and will continue to do so.



L. G. Rawl  
Chairman





Corporate  
Marketing  
Finance  
Analysis

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Please send your full cv. and details of current salary to Michael Swaine at the address below. Please state clearly if there are any employers to whom your cv. should not be sent, as applications will be forwarded direct to the client for their consideration.



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DIRECTOR

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The Director will be based at the CYC central office at Gosport, Hants. In addition to an attractive salary, a car will be provided.

Please apply to the Director, Ocean Youth Club, The Bus Station, South Street, Gosport, Hants PO12 1EP for an application form which must be returned by April 29th.

## Legal Appointments

appear every Monday

For further information

Contact:

01-873 3000

Elizabeth Rowan

Ext 3456

Wendy Alexander

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**dti**  
the department for Enterprise

## Economists Expert Advice on Government Policy To £24,356 (Central London)

The Department of Trade and Industry (DTI) and the Monopolies and Mergers Commission (MMC) have a number of challenging posts providing information and advice on economic aspects of government policy.

The work at the DTI is largely concerned with the design, implementation and evaluation of policies on trade and industry - including regional, research and technological - issues; and there is every opportunity to maintain links with current economic knowledge through academic, business and other outside contacts. At the MMC, you will be involved in inquiries into mergers, monopolies, public-sector activities and recently-privatised businesses, including analysis of competitive situations in markets and assessment of pricing and investment policies.

Appointments, which will be for a fixed period of between one and five years, are at various levels depending on age and experience. While all demand a good honours degree in economics or a closely allied subject, post-graduate qualifications and experience would be an advantage for some posts. Secondments from other employers will be considered; and there may also be opportunities for part-time working.

Benefits include generous leave allowance and non-contributory pension. For informal discussion, call James Shepherd at DTI on 01-215 6559 or Jonathan Green at 01-324 1459.

For application forms and further information, contact Aileen Spencer at Department of Trade and Industry, Room 416, Allington Towers, 19 Allington Street, London SW1E 5EB. Tel: 01-215 0245.

Closing date: 28th April 1989.

The DTI is an equal opportunity employer.

Division

## Commodity/Financial Futures Management

Our client, a major Futures Broker with an active presence in the Commodity and Financial Futures and Foreign Exchange Markets is seeking to strengthen its management team.

Reporting directly to the Managing Director, our client requires a well presented and articulate candidate of graduate calibre, aged 30 to 40 with highly developed management skills.

An in-depth knowledge of all aspects of the Futures industry is essential and will have been acquired over a number of years working in the Broking/Sales rather than Operations function.

While it is anticipated that the successful candidate will currently be in a management role, outstanding candidates with the potential to make the transition to this challenging position will be considered.

Please write, enclosing a CV to  
Trish Collins at the address below  
or call on 01-929 2383.



Fourth Floor,  
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Tel: 01-929 2383

Just in time

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## Jonathan Wren Leasing

### CROSS BORDER ASSET FINANCE

Salary £Neg

#### MADRID BASED

Our client is one of the world's largest banks with an enviable reputation for providing the highest standards of professionalism and expertise across all sectors of banking. In the field of asset finance they operate mainly on an advisory basis, providing highly innovative, off balance sheet solutions to complex cross border transactions, often where asset values exceed \$50m. In order to strengthen their Spanish operation they seek an individual who has successfully executed a variety of complex large unit leasing and/or tax driven corporate finance transactions. It is envisaged that the appointee will currently be operating in the London market and will have worked for at least two years in Madrid. Whilst a knowledge of additional European languages would be advantageous, applicants, who will be aged 28-35, must be fluent in both English and Spanish. As this is an exceptional opportunity, offering significant autonomy of operation, the remuneration package will be geared to attract candidates of the highest calibre.

Please contact Peter Haynes

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

**Jonathan Wren**

Recruitment Consultants  
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Telephone: 01-623 1266 Fax: 01-626 5258

## Treasury Dealer

A major multinational food, drinks and retailing company with a turnover approaching £10 billion are expanding their pro-active central treasury operation, and therefore seek to recruit a high calibre treasury assistant for their foreign exchange and money market operations.

Suitable candidates will be in their mid-twenties, educated to degree level and have a minimum of two years' experience in a treasury/banking environment.

Membership of an appropriate professional body would be an advantage.

Salary indicator: £24-26,000 + car, health insurance and the usual benefits associated with a company of this calibre.

Those interested should contact Nick Bennett on 01-831 2000 in strictest confidence, or write to him at Michael Page City, 39-41 Parker Street, London WC2B 5LH.

**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney

## MANAGER COMMERCIAL BANKING

An experienced Business Development and Senior Account Manager is being sought to join the Commercial Banking Department of the London branch of an international bank. The prime function of this position will be to take specific responsibility for allocated accounts and to develop a marketing plan, identifying customers and products compatible with the risk reward objectives of the Bank's board. The incumbent will also develop and maintain the loan syndication programme with potential syndicate partners and/or lead managers. Salary and benefits are very negotiable, commensurate with experience.

## HEAD OF CREDIT

(High Profile Individual)

We seek a dynamic banker with at least 5 years senior credit risk assessment experience. Candidates should be aged 38-42 years with analytical skills encompassing lending, LBO's, MBO's, property finance and treasury products. Team leadership management skills are essential. Package neg £24-26,000.

## LEASING SENIOR CREDIT x 3

We have several clients seeking senior underwriters/credit managers with specific skills in appraising leasing transactions. In all three cases, strong interpersonal and leadership skills are essential. Salaries neg £30-35,000 plus benefits.

## ACCOUNTANT

Treasury and Capital Market Products

A highly skilled technical accountant is being sought by a leading international bank to join the professional accounting team to provide a specific accounting function in the Capital Market and Off Balance Sheet product areas. The suitable candidate should have had a minimum of 2 years in this sector and possess a professional accountancy qualification. Salary c£30,000 plus benefits.

**OLD BROAD STREET BUREAU LTD STAFF CONSULTANTS**  
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Tel: 01-588 3391. Fax: 01-588 9012

## Fenwicke Appointments

### GLOBAL CUSTODY

c£30,000

A premier, international bank is looking to recruit a young, ambitious individual to join their Global Custody team. As leading players in this market, they can offer outstanding career prospects together with the opportunity to join a progressive and professional team. The bank will offer training, together with a competitive compensation package, to an individual with proven marketing skills and a knowledge of the securities industry.

### CREDIT ANALYST

c£25,000

A major American bank is seeking to recruit an analyst to join their credit department. This position will provide the successful candidate with direct interface with both Corporate customers and Financial Institutions in both the UK and Europe. In addition to a depth of credit experience the position requires an individual with outstanding interpersonal skills.

### CREDIT ANALYST

c£20,000

As a result of a major reorganisation, one of the world's foremost International banks is seeking to recruit an analyst to join their responsible for the credit rating of UK Corporate and Financial Institutions. It is a high-profile role which, in partnership with the client executive, will have direct responsibility for maintaining customer relationships. The successful candidate, probably in their early 20s, will have a strong academic background coupled with solid analysis experience.

### TRAINING MANAGER

c£25,000

Our client, a premier International bank, is seeking to recruit an experienced training manager who is looking to make a significant contribution within a dynamic and rapidly changing environment. The successful candidate will be responsible for the needs, analysis and delivery of training crucial to equipping managers to meet the future needs of the business. Together with management development experience, preferably within the financial sector, applicants should have strong inter-personal skills and the ability to interface at all levels.

Please contact Gill Pembleton or Judy Elmes  
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11 Weft Court, London EC4M 9DN  
Telephone: 01-329 4452

**CA**

**FIXED INCOME SALES**  
Quality House requires a minimum of four years experience of Multi product sales to a Benefits (mostly High Net Worth) Client. Duties and excellent contacts are essential for this challenging position. Salary no object for right person. Please call Julie Shelley.

**FX CORP DEALERS**  
Various houses require Corporate Dealers ranging from 1 year experience to more senior positions to 5 years experience for Senior Dealers. All candidates should have a good working background and a good product knowledge. Excellent packages. Please call Julie Shelley.

**NEW PRODUCTS DEALERS**  
Good house requires 3 years experience to join existing team on the Financial Exchange desk. Product knowledge should include Futures, FRA's, hedging interest rate swaps etc. Excellent package. Please call Julie Shelley.

**TRADED OPTION SALES**  
Good experience required and institutionally connected will be an advantage. Top house are an excellent package. Please call Richard Ward.

**UK CONVERTIBLE SALES**  
Good experience in Trading and/or Sales for various houses. Please call Richard Ward.

**INTERNATIONAL SECURITIES HOUSES**  
Major Securities House require experienced European Equity Salesman to assist French or German equities to Europe. Fluent French or German essential. Excellent packages available. Quo Ref DF/29.

**SCANDINAVIAN BOND SALES**  
Investment Bank seeks a Scandinavian speaker with minimum two years' experience in bond sales. Good knowledge of fixed rate D.M.s and Euro-Yen experience. Package includes good salary plus car, plus mortgage subsidy, plus bonus. DF/29.

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French speaking multi-currency experience required for various houses. Excellent opportunity. Good package. Please call Richard Ward.

**EQUITY TRADER**  
Investment Bank seeks an experienced Trader with DM, Gilt and Euro's experience. Salary commensurate with experience. The package includes mortgage subsidy, car, plus excellent opportunity for right person. Quo Ref DF/29.

**FOR NEW YORK**  
International securities house seeking a Salesperson to take/handle Australian equities for its London office. American experience offered. Please call Stuart Norbury.

**BOND SALES**  
Multi-currency fixed income experience with the coverage being Japanese institutions in London. Please call Richard Ward.

**CAMBRIDGE APPOINTMENTS,**  
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## FUND MANAGER

### FAR EAST EQUITIES

The opportunity to manage the Far East Equity portfolios of Pension Funds in a top quality UK Institution

This position will appeal to a young Fund Manager who is looking for the opportunity to take responsibility for the management of the Far East equity investments of sizeable pension funds. The position is newly created and has arisen as a result of our client's continued growth and increasing specialisation.

You are likely to be in your late twenties or early thirties and will have gained a minimum of three years' experience in Far East equities fund management, with a strong emphasis on the Japanese market. Although this need not have been in pension funds, you must be able to demonstrate

a good record of performance in managing Far East equity investments.

The company is a major force in investment management. It enjoys a fine reputation for the quality of its services and its team-oriented management style. The position carries a highly competitive remuneration package, including a company car and concessionary mortgage. If you would like to be considered, please telephone Susan Munney on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

**John Sears  
and Associates**

A MEMBER OF THE SMCL GROUP

## CORPORATE PLANNING ANALYST

SW London £25K + car + benefits

Our client is the European subsidiary of a respected global corporation manufacturing electrical components. Headquartered in the USA and dedicated to growth and committed to quality, the company has worldwide sales of \$1.5 bn and sees Europe as a key market place within which to expand.

An exciting opportunity exists for a high-calibre individual to join the European Management team at their modern headquarters. Reporting to the Director of Planning and MIS, you will be responsible for the preparation of strategic and business plans, competitor and market analysis and the development of a planning methodology. You will liaise with senior management throughout Europe and with planning staff in the USA and be supported by sophisticated computer technology. Although not extensive, some travel will be required in Europe to meet with business unit staff and provide some direct support. You will be expected to set high standards of excellence and 'add value' to the role.

You are likely to be looking for a fast move, having had 3-4 years' experience in corporate planning, marketing or other relevant functions, gained in an aggressive market-oriented environment. You will be a graduate, perhaps an MBA, ideally holding a professional qualification, possibly in accounting.

Career prospects are excellent for either a senior line or functional management position.

For further details, please write to: Paul Stafford, Stafford Long & Partners Recruitment Limited, 17-19 Foley Street, London W1P 7LH. Please quote reference 5221.

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& PARTNERS

## Corporate Finance

Deloitte Haskins & Sells is a leading financial advisory firm looking to expand its Corporate Advisory team within its Corporate Finance Division by recruiting professionally qualified graduates with relevant experience.

Successful candidates will have at least two years' experience in the corporate finance department of a top merchant bank or stockbroker. They will be able to demonstrate experience in public take-over work, capital raising, the regulatory environment and general corporate advice. A commercial outlook and an ability to market are essential.

An attractive and competitive remuneration package is offered reflecting the importance of the role and its career prospects.

Please write giving full details to: Nicholas A Morris, Deloitte Corporate Finance, Hillgate House, 26 Old Bailey, London EC4M 7PL.

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Appointments Advertising appears every

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## Challenging Opportunity Fixed Income Portfolio Manager Competitive Package City

Our client is an autonomous, dynamic, global investment management firm backed by one of the world's most prestigious international financial institutions. They currently have c.\$1.2bn under management in single and multicurrency fixed income portfolios.

In view of anticipated expansion, a high calibre investment professional is sought to join a four person team and participate in all aspects of the investment process including the formulation and implementation of policy, the management of funds and client relationships and the development of new products.

Educated to degree or MBA and computer literate, the ideal candidate will be aged

28-35 and have several years of relevant experience. Personal qualities will include a flexible, enthusiastic approach and good team spirit.

This role offers a challenging opportunity to candidates who thrive in an entrepreneurial and creative atmosphere and have the motivation and ability to make an impact on the firm's business within a relatively short time.

Interested applicants should contact Charles Ritchie on 01-631 2000 (evenings/weekends 01-675 0670) or write to him at Michael Page City, 39-41 Parker Street, London WC2B 5LH.

**TP**  
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## Credit Assessment Manager

### A key role in an innovative environment

Dramatic, profitable growth within the Banking Services area of this Triple A rated European Bank has emphasised the need for a strong, independent Credit team to provide highly professional support to an equally professional marketing group. Typical proposals are un-typically entrepreneurial so that the approach, although naturally founded on solid Banking principles, needs to be solution-based and interpretative.

This new appointment is to be made at Senior Manager level to reflect control, on a day-to-day basis, of a small, close-knit team.

Candidates, ideally with a Clearing Bank background, will be in their mid to late thirties, underlining the need for exposure to hard not just

halcyon times. Liaison with the marketers will require a spirit of close cooperation tempered with the ability to stand one's own ground and people management skills or the personal best suited to acquire them are equally important. Career prospects are first class and the salary/benefits package is unlikely to disappoint.

Please send full career details, quoting reference A1680 to Malcolm Lawson at Codd Johnson Harris, Human Resources Consultants, 12 New Burlington Street, London W1X 1FF, or alternatively telephone 01-287 7007 during the working day or 0446-73216 in the evenings.

**CJH** Codd-Johnson-Harris

## NORWICH UNION FUND MANAGERS LIMITED

### SENIOR FUND MANAGER UNIT LINKED FIXED INTEREST FUNDS

Norwich Union continues to be one of the fastest growing insurance and financial services groups in the UK and a market leader.

Norwich Union Managers Limited, members of IMRO and managing funds in excess of £1.3 billion, seek an experienced person of proven ability to manage our expanding stable of unit linked fixed interest funds. The post is based in Norwich, which is within easy reach of the City.

Reporting directly to the Senior Investment Manager, you will be responsible for the performance of the unit linked funds covering gilts, including index linked securities, Eurosterling bonds and convertible stocks.

We are an equal opportunities employer

and happy to consider applications from registered disabled persons. If you measure up to the qualities highlighted in this advertisement, write now with full cv to:

John Munday,  
Investment Personnel Manager  
Norwich Union Insurance Group  
Surrey Street, Norwich NR1 3NG.

profile position requiring excellent communication skills, sound analytical training and judgement and the commitment to contribute positively within our established Fixed Interest team.

The competitive salary is backed by a first class benefits package including performance related bonus and a comprehensive relocation scheme, where appropriate.

Educated to degree level, you should have considerable experience in the fixed interest market. This is a high

### BANKING ACCOUNTS MANAGER

**W.I.** £31K + Benefits  
If you are either a qualified/part-qualified ACCA with strong accounting experience, or a part-qualified ACA/ACCA with good banking/marketing experience, this opening is very likely to interest you.

CHANCERY BANK, the fast growing Merchant Banking Division of Chancery PLC, with advances under management in excess of £100million, has a newly structured position for an enthusiastic and committed individual who can undertake this wide-ranging and challenging role.

Reporting to our Finance Director, the successful applicant will be responsible, with his/her team, for:

- The management of our customer accounting operations (cashiering, bought and sales ledger, data preparation/validation).

- The supervision of daily cheque clearance and the review of customer and nominal ledger balances and control accounts.

- Dealing with customer enquiries, audit letters and liaison with our Advances and Treasury Section to maintain an effective accounting service.

- Assisting the Finance Director in enhancing accounting and banking systems and controls.

You must be an effective administrator with proven managerial skills and be able to work to tight deadlines, in a fast moving environment.

Your detailed c.v., together with information about your current remuneration package, should be sent to Mr. J. Standfield, Group Resources Executive, at the address below.

**CHANCERY PLC**  
T4 Fitzhardinge Street - Manchester Square  
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**EUROPEAN/UK RESEARCHER**  
Major global financial services company headquartered on Wall Street with London office is looking for dynamic graduate with equity related experience to research financial institutions in the UK and on the continent. French and German an advantage. Rewards related to experience and performance. Please send C.V. or telephone Dr. Berber's on 01-581 4393.

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**Manchester Business School**  
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### NATIONAL WESTMINSTER BANK CHAIR IN BUSINESS FINANCE

Europe's liveliest Business School is seeking to make an appointment to its prestigious National Westminster Bank Chair in Business Finance. The Chair is endowed by the National Westminster Bank p.l.c.

The School is about to enter a period of considerable expansion under its new Director (Professor Tom Cannon) and more Chair appointments are to be made in the fields of Information Technology, Manufacturing Management and Strategic Management. The successful candidate will join a large and growing professorial team.

Applicants should have a proven research record and be able to provide strong intellectual leadership in Corporate Finance and Capital Market Theory and should be capable of communicating effectively with M.B.A. and Ph.D. degree course students as well as with experienced managers.

The appointee will join Professor J.F. Dent, Professor of Managerial Accounting and Financial Management, in developing major research and teaching initiatives in Accounting and Finance. There will be the opportunity to make other appointments, in addition to staff already in the subject area. The successful candidate will also become a member of the Manchester Accounting and Finance Group, a lively and active research association of over forty academic staff in the University of Manchester Department of Accounting and Finance, the Manchester School of Management at UMIST and the Business School.

The salary will be in the normal professorial range with U.S.S. superannuation benefits. External consultancy is encouraged.

Informal enquiries should be made to either Professor Dent (Tel: 061 275 6333 x6423) or the Dean of Faculty of Business Administration (x6323).

Detailed applications (suitable for photocopying containing the names of three referees) should reach the Registrar, the University, Manchester M13 9PL (from whom further particulars may be obtained 061 275 2028 quote ref 77/69/.) before April 28th, 1989.

The University is an equal opportunities employer.

### DANISH EQUITIES/SALES

**BJORNSKOV** Securities Limited, a new UK registered brokerage agency in Danish securities, has a vacancy for a

#### SALES MANAGER

with responsibility for servicing established and potential international institutional investors in Danish equities.

The successful applicant should have the following qualifications:

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- detailed knowledge of Danish Equities
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- good communication skills with a flexible and pleasant personality

#### We can offer you:

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- attractive salary according to qualifications and experience

Application should be sent to:

Lynge Bank  
Managing Director

### BJORNSKOV SECURITIES LIMITED

HAMILTON HOUSE, 1 TEMPLE AVENUE,  
VICTORIA EMBANKMENT, LONDON EC4Y 0HA

Enquiries can be made to above on  
tel. 01-353 2542.

**BJORNSKOV** Securities Limited is a member of The Securities Association and affiliated with AS Bjornskov & CO., Copenhagen, Stockbrokers, which as independent financial institution is one of the largest Danish stockbroking agencies.

**Appointments Advertising**  
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### APPOINTMENTS WANTED

Highly motivated individual early thirties, with strong marketing, financial, entrepreneurial skills, and extensive banking background seeks new challenge in the field of marketing. Ideal candidate for high profile management position in new business development.  
Write Box A1194, Financial Times, One Southwark Bridge, London SE1 9HL.

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with general commercial experience seeks new activity outside the law. Hard work, long hours no obstacle, but must be challenging and challenging. Some capital available.  
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Effective individuals with own private client business offered opportunity to trail-blaze regional offices (or work from home) throughout United Kingdom, (inc London & Home Counties).

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### INTERNATIONAL APPOINTMENTS

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Die Automobilbranche – auch künftig eine Schlüsselindustrie – steht vor einer Fülle neuer Aufgaben und Problemstellungen. Ford als eines der weltweit führenden Automobilunternehmen fühlt sich besonders herausgefordert, wenn es darum geht, die richtigen Autos zu konzipieren und zu realisieren. Unserem Controlling – wichtiges Element unseres Finanz- und

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## Wir suchen weitere Nachwuchskräfte für unser Controlling: analytisch besondere begabt und unternehmerisch veranlagt.

Der Einsatz- und Einflussbereich unseres Finanzmanagements umfasst alle Bereiche unseres europäisch organisierten Unternehmens. Daraus ergibt sich ein ebenso weitgespanntes wie anspruchsvolles Anforderungsprofil an die fachliche und persönliche Qualifikation unserer Mitarbeiter im Finanzbereich. Fundament für Ihren Start ins Finanzmanagement bei Ford ist ein wirtschafts- und/oder ingenieurwissenschaftliches Studium, das Sie mit sehr gutem Erfolg abgeschlossen haben. Ein Studienabschwerpunkt im Finanzmanagement wäre von Vorteil, ebenso eine Erweiterung oder Vertiefung (MBA, Promotion). Ihre besondere Befähigung sollte bereits aus Studienweg und Ergebnis sichtbar werden. An Ihr konzeptionell-

kreatives Denken und an Ihre Befähigung zur partnerschaftlichen Kommunikation werden besondere Anforderungen gestellt. Bereits durch Ihre Bewerbung sollten Sie erkennen lassen, daß Sie auch über diese Voraussetzungen an Ihre Managementbefähigung und Ihr Führungspotenzial verfügen. Angesichts unseres europaweiten Aktionsfeldes und unserer weltweiten Verbindungen sind sehr gute englische Sprachkenntnisse erforderlich. Ein spezielles Training-on-the-job macht unseren Controlling-Nachwuchs mit allem vertraut, was er für eine zügige Entwicklung braucht. Für Freiräume und individuelle Förderung ist gesorgt. Die Chancen, rasch in Aufgaben mit Verantwortung aufzusteigen, und die

Möglichkeiten, Ford-Controlling an unterschiedlichen Plätzen kennenzulernen, sind ausgezeichnet.

Interessiert? Dann bitten wir um eine aussagefähige Bewerbung unter dem Stichwort „Controlling“ an die Ford-Werke Aktiengesellschaft, Personalabteilung NM/MIR-12, Postfach 60 40 02, 5000 Köln 60.



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ZURICH BASED COMPANY

require services of an  
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#### TRUST MANAGER

Candidates should have practical business experience of Discretionary Trusts and other forms of family settlements. Confident personality and ability to handle individuals essential. Preferred age 25 - 40. Reasonable working knowledge of German language required. Good working conditions and generous salary (well over UK levels) offered.

Full particulars in strictest confidence to:  
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#### DIRECTOR, INVESTMENT MARKETING

### Represent the global portfolio management services of a major financial organization

One of the United States' premier financial groups is currently undertaking a major expansion of its portfolio management client base. To help cultivate new markets and develop an efficient support organization, we now seek a knowledgeable professional with a strong marketing background.

Headquartered in Luxembourg and travelling extensively throughout the continent, the Director will market our portfolio management services to both institutional and individual investors. The Director will also establish and staff a comprehensive support network.

Qualified candidates for this unique opportunity should have extensive experience and a proven record of success in the marketing of financial services. The willingness to travel extensively is essential. While the working language required for this position is English, fluency in French, German and/or Italian will constitute a distinct advantage.

As an international financial leader, we provide a highly competitive compensation package that is incentive-oriented. For consideration, send your resume with salary requirements, in strict confidence, to: Box MA272, 360 Lexington Ave., 12th Floor, New York, NY 10017.

Equal Opportunity Employer M/F

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One of NY's largest Computer Consultancies is seeking an individual to work in one of the following areas:

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For more information please call  
between 9-10pm EST.

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### TRUST/PRIVATE BANKING OPPORTUNITIES BERMUDA

The Bank of Bermuda Limited is an international banking, trust and investment management organization with assets of \$4 billion and 1,500 staff in 8 locations worldwide.

Due to exceptional growth in our private banking and trust business, we are looking for exceptional people to join us in Bermuda.

**ASSISTANT MANAGER**  
This individual will assume responsibility for the daily activities of a group of trust administrators and assist in the development of new business. Interested candidates should possess a university degree or professional qualification in the trust area, extensive technical knowledge of trusts, and excellent managerial and business development skills.

**ADMINISTRATOR**  
This is an excellent opportunity for a career-oriented individual to further develop expertise as a specialist in offshore trusts and companies. Applicants should have at least 3 years experience in offshore trust administration and be making steady progress in the examinations of the Chartered Institute of Bankers (Trustee Diploma) or a similar qualification.

**CORPORATE SECRETARY**  
The Corporate Secretary will be responsible for all aspects of company administration including maintenance and preparation of statutory records,

minutes, production of standardized reports, and special research projects as required.

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## TECHNOLOGY

FT writers explain why modern techniques failed to contain the Exxon Valdez oil disaster

## Like taking a sponge to a flooded basement

**T**he 10m gallon oil spillage from the Exxon Valdez tanker in Alaska has focused attention on the methods used by oil companies to deal with such disasters.

Although efforts to stem the pollution from the Valdez appear largely ineffectual, work is going on to develop a better procedure for such emergencies and to improve the cleaning techniques.

Since the Torrey Canyon disaster off the south coast of Britain in 1970, oil companies have sunk millions of pounds into developing better methods of dealing with oil spills. The four most effective are:

- collecting the oil using booms and skimmers;
- burning;
- chemical dispersants;
- naturally occurring microbes.

Choosing the correct method to deal with each oil spill is like choosing the correct golf club from a golf bag, says Keith Cameron, environmental engineer at British Petroleum's group environmental services.

If the oil slick is attacked quickly it can be contained. Booms up to 600 metres long are used, with an inflatable rim and an underwater skirt to prevent the oil spreading.

This enables the oil to be removed by skimmers, such as a rope mop. This circle of rope absorbs the oil but not the water. When saturated, it is pulled through a mangle to squeeze out the oil.

More sophisticated devices have hundreds of rotating plastic discs which attract oil but not water, or involve floating scoops which skim off the oil.

Skimming is most effective in sheltered areas. In rough and windy conditions, the oil is churned under the skirt of the boom and quickly mixes with the water.

Although burning seems an obvious solution, it is now treated with scepticism by many experts because it leaves a sticky residue which is more difficult to deal with than the oil itself. It is also hard to ensure complete combustion because when the oil is exposed to sunlight, the light flammable parts evaporate, leaving heavier oil which is more difficult to burn. This also acts as a heat sink, quickly drawing the heat out of the flames and extinguishing them.

A preferred method is to use chemical dispersants to break down the oil so that it can be eaten by microbes. These creatures live on the 3m tons of oil which seep through the sea bed each year.

The two components of dispersants are: a solvent which penetrates the oil and acts as a carrier for the second ingredient, the surface active agent.

The agent breaks down the slick into droplets which are then dispersed by the tide.

Dispersants sink the oil up to a metre below the surface. But this causes a different sort of problem, says Ian White, managing director of the London-based International Tanker Owners' Pollution Federation. "At the end of the day you have to make the decision: is the best solution to get the oil away from the surface to save the others, knowing that it could be at the expense of the marine life and the fish?"

In recent years, hopes have been raised that oil slicks could be tackled by sprinkling large numbers of commercially-farmed microbes directly on to them. But the microbes need extra doses of oxygen, nitrogen and phosphates in order to be fully activated and that combination is too difficult to control if the slick is anything other than small and sheltered.

More promising are a clutch of new chemical compounds such as gelling agents, which form a lattice-like sponge holding the oil together until it can be collected. Although effective for small spills, the amount of chemical needed to do the job – up to half the quantity of oil – makes it impracticable for large-scale use.

Making the shoreline impervious to oil is another approach. For inland spills, chemical coatings can be sprayed on to the rocks or boats to repel the oil. But, again, this has so far proved ineffective on exposed coastlines pounded by waves.

More useful in sea disasters are mouse breakers, so named because they deal with the churned-up combination of oil and water which resembles a mouse's dessert.

Perhaps the most promising development is a chemical based on chewing gum. Designed in the US for use with skimmers, the chemical makes the oil more elastic. This means that as the oil is retrieved, more oil sticks to it and is pulled in as well.

Although such chemical developments will be crucial to the effective handling of oil slicks in the future, experts agree that a quick response is even more vital – and that involves rapid communications.

For the first time, rescue teams in Alaska are using communications technology which in the past has been the domain of television broadcasters and the military. Last Wednesday, satellite dishes and related electronics were flown out from the UK to enable instant telephone, telex and facsimile messages to be sent from the rescue ships to base via an Inmarsat satellite.

Della Bradshaw

**T**he reasons why the clean-up effort has so ineffectually in the case of the Exxon Valdez disaster range from bad timing to the chemical composition of the oil itself.

Effective treatment of a slick this size – whether by skimming, burning or using chemical dispersants – depends on attacking it early, while the oil is in a concentrated form.

In this case, it was 10 hours before the clean-up effort began in earnest. This was partly because of the remoteness of the site and partly because the accident happened over the Easter weekend, making it difficult to contact the appropriate authorities to receive clearance, for example, for surface burning.

According to Mervin Fingas, an expert in environmental technology with Environment Canada, oil must be at least 2 mm thick to be burnt. In the case of the Exxon Valdez slick, he says, "It was more than that for the first 30 hours," but then it spread too thinly and ceased to be pure enough.

Efforts to combat the slick with floating booms and skimming vessels were hampered by bad weather. In any event, skimming is a painfully slow process. At speeds of more than 4% of a knot, oil begins to slide underneath the skimming vessels, according to Fingas.



A rescue worker scrubs the oil-soaked rocks on Naked Island in Prince William Sound

He likens the use of skimmers to clean up this slick to using a sponge in a flooded basement. By Saturday, eight days after the Good Friday spillage, less than 5 per cent of the oil had been recovered.

Chemical dispersants were also tried, despite concern that they might harm marine life. They too made little impact on the slick, partly because of the chemical composition of the Prudhoe Bay oil that the vessel was carrying.

According to Fingas, Prudhoe Bay oil contains heavier hydrocarbons than most other North American crudes. This increases viscosity and makes the oil three to four times more difficult to disperse, either chemically or mechanically.

In addition, within two days of a spill, the oil starts to form a mouse or butter-like emulsion composed of nine parts water to one part oil. This mouse is peculiarly intractable to treatment by any of the methods outlined above.

With attempts to use microbes to break down slicks so far proving unsuccessful, Fingas says that "nothing revolutionary" in the field of oil clean-up technology is on the horizon. "Progress in the oil spill business comes in small increments," he says.

David Owen

## Companion film to sharpen up the amateur's pictures

By Clive Cookson

THIS month Kodak, the US photographic company, will extend its Ektar range of colour films, which many enthusiasts say give the sharpest pictures of any commercially available 35mm film.

The original Ektar films, launched last October, were at the two extremes of the colour sensitivity range. One is Ektar 25, a slow film for use in bright light. The other, Ektar 1000, is a sensitive film for low lighting.

Kodak is now set to launch a companion Ektar film in the general purpose 100 to 200 ASA range favoured by most amateur photographers.

The company says that it has brought together several technical and manufacturing improvements to give greater clarity and better colour reproduction than conventional Kodacolor films.

The T-grains, light-sensitive particles of silver halide which capture the image on the film, are smaller and flatter than before. T-grains (T stands for tabular) were first used in Kodak's high-speed colour negative films in 1982 to replace the traditional cubic grains of silver halide. They were redesigned to give Ektar a less "grainy" appearance.

The couplers, chemicals which give rise to the colour dyes in the film, are more efficient. As a result Ektar 25 requires fewer layers of emulsion than a conventional film (it has nine layers compared with 12 in Kodacolor Gold 100). This produces a thinner film which scatters less light, so producing sharper images.

The order of the layers has been changed in Ektar 1000, so that less light is lost before it reaches the fast red-sensitive layer. The result is better "colour saturation" than other films in the same speed range. This shows up particularly under artificial lighting, when it makes the blue tones in the shadows look more natural.

Kodak emphasises that the Ektar films are intended for "serious" amateur photographers with good quality single-lens reflex (SLR) cameras. They give superb results if the exposure settings are just right, but are much less tolerant of the mistakes made by "point and snap" photographers using cheap cameras.

Tony Kaye, a Kodak technical expert, says that the camera setting must be accurate to within one stop to give a good picture with Ektar 25. An ordinary Kodacolor film, on the other hand, "will tolerate under-exposure by two stops or over-exposure by three stops."

## Trials seek to tie up a natural way to prevent pests from mating

By Christine Lamb

A NEW one-application device that protects cotton against the bollworm larva by releasing chemicals to prevent the adult moths from mating has been undergoing trials in Pakistan.

The chemicals used are pheromones, which are put out by the female moths to attract males. In the new device, developed by British researchers and produced by Mitsubishi of Japan, pheromones are contained in plastic twist ties similar to those used to seal freezer bags.

Once the ties are attached to the cotton plant, the pheromones are released from the ties in such concentration that the whole field is saturated. Consequently, the male cannot tell where the female is, thus stopping breeding. The process also immobilises the female, making her a sitting target for predators.

A three and a half year project has just been completed in Punjab. Researchers from the natural resources institute of the British Overseas Development Administration played a key role, with funding from the United Nations Food and Agriculture Organisation and the assistance of Pakistan's Central Cotton Committee.

Work on biological control of pests using pheromones initially started in the 1970s, in the US, with the pink bollworm. After successful tests in Egypt, several agrochemical companies began producing the pink pheromone commercially, with different methods of application.

Mitsubishi developed a spray, which must be applied every 10 to 14 days. Sandoo produced a micro-encapsulated formulation – hollow fibres that must be glued on to the plant, also every 10 to 14 days. It was Mitsubishi which came up with twist ties that could be attached just once for the season.

In Pakistan, one of the world's largest cotton exporters, cotton is attacked by the spiny and spotted bollworms as well as the pink variety. The levels of the former two have been particularly high recently and so far they had to be controlled with insecticides.

John Sutherland, director of the project, says that pheromones are ecologically preferable because they target a particular pest. Most insecticides also kill beneficial insects which keep other pests, such as white fly, at bay.

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Evidencing 1000 shares each

**NOTICE OF MEETING**  
Notice is hereby given that the annual general meeting of The Thai-Euro Fund Limited will be held at the registered office at 2 boulevard Royal, Luxembourg on April 21, 1989 at 12 noon for the following purposes:

- to receive the accounts and the report of the directors and of the auditors for the period ended December 1988 and
- to re-elect Mr P.S. Bradford as a director and
- to re-appoint the auditors and to authorise the directors to fix the remuneration of the auditors;
- to fix the level of directors' remuneration

A member entitled to attend and vote is entitled to appoint a proxy or proxies to attend and, on a poll, vote instead of him. A proxy need not be a member of the Company.  
By Order of the board  
Lloyds Bank Fund Managers (Guernsey) Limited  
Secretary

**VOTING ARRANGEMENTS FOR IDR-HOLDERS**  
IDR-holders are not entitled to attend the meetings. IDR-holders who wish to vote must do so by giving written instructions to the depositary as to the manner in which their votes should be cast, and indicate to whom the IDRs should be returned after the meeting.

IDR-holders who wish to vote are also entitled to transfer to Morgan Guaranty Trust Company of New York, New York for account 670-01-022 of Morgan Guaranty Trust Company of New York, Brussels, a fee of USD 10,- per IDR in respect of which a vote is cast.

**ANNUAL REPORT**  
IDR-holders are hereby advised that copies of the company's annual report and accounts for the period ended 31 December 1988 are available from the depositary. Requests should be sent to the address indicated below, to the attention of the IDR department.

**MORGAN GUARANTY TRUST COMPANY OF NEW YORK**  
British Office  
35 Avenue des Arts,  
1040 Brussels  
as Depository

**HEALTHCARE GLOBAL FUND S.I.C.A.V.**  
2, boulevard Royal - L-2953 Luxembourg  
R.C. Luxembourg B-25162

Notice is hereby given that an  
**EXTRAORDINARY GENERAL MEETING**  
of shareholders will be held at the registered office at 2 boulevard Royal, Luxembourg on April 21, 1989 at 3:30 p.m. in order to resolve about the following:

- Amendment of the articles, including amendment of article 3 to insert the word "transferable" before the word "securities" in the first paragraph and to replace the reference to the law of August 25, 1983 by that to the law of March 30, 1988 in the second paragraph, as well as other amendments to articles 8, 11, 12, 13, 17, 20, 22, 23, 25, 27 and 30 required or permitted by the law of March 30, 1988 to adjust the articles to provide for indefinite duration of the life of the Corporation and to make into account certain changes of general company law and to make some further amendments to article 22.
- Any other amendments required by any supervisory authority and/or deemed necessary by the legal adviser of the Corporation.

The shareholders are advised that a quorum of one half of the shares outstanding is required for the holding of the meeting and resolutions will be passed by an affirmative vote of two thirds of the shares present or represented at such meeting.

In order to attend the meeting of April 21, 1989 the owners of bearer shares will have to deposit their shares FIVE clear days before the meeting at the registered office of the Company or with Banque Internationale à Luxembourg, 2 boulevard Royal, Luxembourg.

The Board of Directors

**BAA PLC**  
BAA plc will shortly be inviting separate tenders for the operation of Duty Free Shops at Stansted Airport and Heathrow Airport (Terminal 3). The airports will be wide open to competition. Total bids produced together with the other two airports, Gatwick and City, at the present time is a total of approximately 1.5 million international departing passengers per annum plus through to terminal buildings to which the shops are located.

It is proposed that prior to tenders being issued there will be a series of meetings for the purpose of briefing the tenders on the requirements of the operation and the tenderers will be invited to write giving details of their experience in selling all or part of the existing product range and have appropriate financial management and other resources to meet the requirements of the operation. Applications will be invited to submit tenders to BAA plc, Stansted Airport, Essex CM22 7QZ, Gatwick Airport, West Sussex RH6 0NT.

It is intended that prior to tenders being issued tenders will be held with suitable companies when further details of the contract will be given.

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**LINREAD PUBLIC LIMITED COMPANY**  
Notice is hereby given that the share transfer books of the company will be closed from Monday 10th April 1989 to Monday 24th April 1989. Books inclusive. For the preparation of dividend warrants.  
By order of the Board,  
J. SCHULZ, Secretary

**NORTH EAST LANCASHIRE**  
The above Survey will now be published on  
Monday, 10th April 1989

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or write to him at:  
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**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## INTERN

# Cathay Places Major Airbus Order

Compiled by Our Staff From Dispatches

HONG KONG—Cathay Pacific Airways Ltd. has ordered A330-300 aircraft from Airbus Industrie in a deal worth \$1.1 billion, said Mr.

## Airbus Snags Cathay Pacific Order Of up to \$2.2 Billion for A-330 Jets

By STEPHEN CARRER  
Staff Reporter of THE WALL STREET JOURNAL  
for BRUSSELS—Airbus Industrie, on a roll  
in the past week, said Cathay Pacific  
wide-bodied and twin-engined A-330  
aircraft ordered 10 aircraft at options on 10 more,  
is a sale valued at as much as \$2.2  
billion.

The European jetliner consortium said  
the order is the fifth it has signed in the past  
five business days. The sequence began last  
week with a \$1.5 billion order from Trans  
World Airlines for as many as 10 A-330s.  
Carriers in Portugal, France and Japan also  
placed orders with the consortium last  
week. The Cathay order brought the total  
value of the contracts in one  
week.

Airbus' good fortune appears to stem  
from several factors. First, the company  
has signed a deal with Boeing to supply  
wide-bodied aircraft to Cathay Pacific. Second,  
Boeing has agreed to supply engines to Cathay  
and its partners. Third, the consortium  
has signed a deal with British Aerospace  
to supply engines to Cathay.

### Bigger share for Britain in Airbus order

By JOHN HARLOW

TWENTY new-generation  
Airbus jets to be sold to  
Cathay Pacific for \$1.3 billion  
will be the first to be more  
than 50 per cent British. Air-

bus said yesterday.

The existing Airbus pro-

gramme is based on jets assem-

bled in Toulouse from compo-

nents flown in from several

European countries, with a

maximum of 33 per cent British

components.

British Aerospace, which has

a 20 per cent stake in the Airbus

consortium, traditionally manu-

factures the wings for the jets at

Chester and other sites.

The contract, which was

revealed in The Daily Telegraph

on Monday, is a triumph both

for the consortium and for

the British air industry.

Rolls-Royce will take the large

share of the new contracts,

earning £350 million to supply

its newest engines, the RB21-

524L. This has a thrust of

80,000 lb compared to the

65,000 lb of the current engine.

Glasgow, Barnoldswick, Lancs.

Derby, headquarter of the Rolls-Royce

1990s, the company said

yesterday.

Other British companies

which will get big contracts

include undercarriage manufac-

turers Dowty Rotol, Vickers

Lucas, and Plessey.

A330-300 aircraft from  
Airbus Industrie in a deal  
worth \$1.1 billion, said Mr.

German

Britain and Spain, won  
the face of strong com-

petitors in the U.S. manufac-

turing Douglas Corp.

the planes by Airbus

take place over 12

in June 1995. The

Cathay's aging

fleet on the air-

converted into

first will be de-

96 onwards, said

chairman

evidence in

several

years.

Stuart Iddles, vice president of Air-

bus Industrie.

The A330-300 model

Cathay Pacific will car-

sengers and will be

operating nonstop to all

airline's East Asian

Asian destinations.

The Tristars, which

are in operation until the

start flying, carry

Mr. Gledhill said

Boeing Co. had

no reflection

of the Seattle plant

which is supplying

its latest B747-18

to Cathay.

AIRBUS, the four-nation aircraft

manufacturer, yesterday con-

firmed that the Far East airline

Cathay Pacific is placing a \$2.2bn

(£1.3bn) order for up to 20 A330

jets in a deal potentially worth

more than \$1bn to Britain's aero-

space industry alone, Michael

Harrison writes.

More than half the value of the

contract will be undertaken in the

UK with British Aerospace, with

a 20 per cent stake in Airbus,

manufacturing the wings and

Rolls-Royce the engines.

This deal follows Trans World

Airline's \$3.6bn order for up to 40

twin-engined A330s.

The Cathay order also writes

several new chapters into the his-

tory of commercial aviation. It

marks the largest Far East order

yet for Airbus aircraft and the

first time Rolls engines have been

specified for an Airbus jet.

Cathay's A330s will also be the

first to be powered by the RB211-

524L — the most powerful engine

in the world — under develop-

ment by Rolls at a cost of up to

£500m.

Cathay has placed firm orders

for delivery

30s, due for delivery

in 1990. This takes the

order book for the A330

to 266 commitments.

A330s will be

replacing Lockheed's regional routes

base.

In particular, signifi-

cant customers

which already

customer for the

re-engined MD-11. Sir

Miles' managing

partner will certainly

explore opportunities.

## Airbus wins \$2bn Cathay contract

### Airbus beats Bo in £1bn Cathay

By JOHN HARLOW

Cathay P

yesterday the

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### £1.4bn Airbus order for Rolls

Larry Elliott and Steve Vines

AIR engine giant, Rolls-Royce, has won its first order for the European Airbus

yesterday as Cathay Pacific became the third airline within two months to provide major

backing for the project.

An Airbus spokesman said

that the light of recent confi-

rmation on the project — five sep-

Tuesday

</

## UK NEWS

## Fraser report has evidence of wrongdoing says Young

By Philip Stephens, Political Editor

PRESSURE ON Lord Young, the Trade and Industry Secretary, to publish his inspectors' report into the takeover of House of Fraser by the Fayed brothers intensified yesterday after he explicitly acknowledged that it contained evidence of "wrongdoing".

Sir Edward du Cann, Labour chairman, said Lord Young had "let the cat out of the bag."

As Mr Neil Kinnock, the Labour leader, attacked Lord Young for his refusal to authorise immediate disclosure, MPs on both sides of the House of Commons said that the takeover had involved "lies", "deceptions" and "negligence".

After a demand by Labour for a government statement on the affair, the Speaker (chairman of the Commons) ruled that MPs were not allowed to quote from a leaked copy of the report published in part last week by the Observer newspaper.

The legal case between the Government and Lonrho, to be heard next week by the Law Lords, on whether Lord Young should be forced to publish in full the inspectors' findings made the issue sub judice, he said.

That, however, did not discourage Labour and some Conservative MPs from voicing anxieties about the circumstances surrounding the take-

over and from pressing for full publication of the report.

Under the protection of parliamentary privilege Mr Brian Sedgmore, a Labour MP, said that there was a public interest "in knowing that the principle shareholders of the House of Fraser are fraudulent rogues and in knowing how ministers came to be deceived in 1987".

Questioning Mr Tony Newton, the trade and industry minister, Mr Sedgmore added: "Do you intend to invite the Governor of the Bank of England to censure Kleinwort Benson for negligence, the Law Society to censure Herbert Smith for incompetence...and the Prime Minister to censure ministers for negligence, incompetence and negligence?"

Kleinwort Benson, the merchant bank and Herbert Smith, the firm of solicitors, acted as advisers to the Fayed brothers during the takeover.

Mr Teddy Taylor, a Conservative MP, said that the Government should respond to the "lies and deception" referred to in the report by agreeing to refer the 1985 takeover to the Monopolies and Mergers Commission.

Mr Newton declined, however, to indicate whether the inspectors' findings could be made public as soon as the prosecuting authorities had completed their investigations or whether that would have to wait for the completion of any subsequent criminal action.

Conservative MP, said that the Government's case that publication of the report could prejudice criminal proceedings had already been contradicted in the courts by counsel for the Attorney General.

Both Lord Young and Mr Newton, however, stuck firmly to their view that premature disclosure of the report could prejudice both the current inquiries being conducted by the Serious Fraud Office and any future criminal actions.

Mr Newton insisted that Lord Young's acknowledgement in a BBC radio report earlier in the day that the inspectors had found evidence of wrongdoing was simply an obvious explanation for his decision last year to pass it on to the SFO.

Mr Kleinwort, however, said that Lord Young had done what he wanted everyone else not to do - make a judgment in public on the report.

The minister won support from some backbench Conservative MPs for the decision not to publish and for the Government's sharp criticism of the move by Lonrho and the Observer to publish extracts.

Mr Newton declined, however, to indicate whether the inspectors' findings could be emphasised repeatedly by those close to Mrs Margaret Thatcher - the strength of their personal relationship.

From the moment the Soviet leader's aircraft touches down at Heathrow airport late this evening, phrases such as "chemistry" and "mutual admiration" will be at the centre of the British public relations onslaught.

As her tenth anniversary in office approaches, the aim will be to reinforce the perception that Mrs Thatcher's stature and experience give Britain a place on the world stage far beyond its status as a medium-sized European power.

Mrs Thatcher wants to be seen by her peers in other Western nations - particularly those in Europe - as having a pivotal role in reshaping East-West relations.

She hopes to underline that her foresight in recognising as long ago as 1984 that Mr Gorbachev was a man the West could "do business with" has been exploited this, he said.

Mr Byatt will take up his new role officially in July when the Water Bill is expected to become law.

deputy chief economic adviser since 1972.

He has a formidable task in regulating the water industry, which includes 10 regional water authorities and 29 statutory water companies. Each will require a separate charging formula, making the privatisation in November the most complex attempted by the Government.

Mr Byatt and around 100 employees of Ofwat will be based in Birmingham. His responsibilities will include regulating charges by setting a ceiling for price rises, monitoring service standards and the enforcement of higher stan-

dards where necessary, and the encouragement of greater efficiency by promoting competition.

Mr Ridley said that the appointment of the independent regulator was a key component of the Government's plans for the water industry.

"The new water bills will be regional monopolies and the regulator's function will be to ensure that neither the newly privatised nor the existing water companies can unfairly exploit this," he said.

Mr Byatt will take up his new role officially in July when the Water Bill is expected to become law.

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The Nomura Securities Co., Ltd. 1-9-1 NIHONBASHI CHUO-KU, TOKYO 103 JAPAN

## Moscow makes human rights gesture on eve of Gorbachev visit to Britain Ailing mathematician allowed to visit West

By Robert Mauthner and Philip Stephens



Mr Gorbachev with Mrs Thatcher on an earlier UK visit

Margaret Thatcher, the Prime Minister, during Mr Gorbachev's visit.

The Soviet gesture comes just as the atmosphere for Mr Gorbachev's visit was in danger of being soured by repeated public warnings by Sir Geoffrey Howe, the Foreign Secretary, and other Ministers, about the continuing Soviet military threat and the need for NATO to keep up its guard.

Mrs Thatcher yesterday underlined her determination that the West should retain a "sure and strong" defence and should press ahead with the modernisation of its short-range nuclear weapons.

She said that she would tell Mr Gorbachev that she was determined to negotiate from strength.

Mr George Younger, the Defence Secretary, said yesterday in a speech to mark Nato's 40th anniversary that "the new Soviet rhetoric" about "defensive sufficiency" cut little ice

with an Alliance (Nato) that had been concerned solely with defence from its inception.

These criticisms were countered yesterday by a senior Soviet official, in London to brief the press ahead of Mr Gorbachev's visit, Mr Evgeni Primakov, Director of the Moscow Institute of World Economy and International Affairs, who referred to Sir Geoffrey's "primitive view of Nato's role and East-West relations". However, Mr Nikolai Shlyakhtin, spokesman to the Communist Party's Central Committee, tried to smooth ruffled feathers by stressing that Britain and the Soviet Union had to build a climate of trust and co-operation.

Mr Gorbachev, who was said by British officials yesterday to have "a cordial, even enjoyable relationship" with Mrs Thatcher, is due to arrive in London from Cuba late tonight, accompanied by his wife Raisa. Mrs Thatcher, who will be at the airport to meet him, together with other members of the British government,

will accompany Mr Gorbachev to the Soviet Ambassador's residence for brief initial talks.

The two leaders will have further talks, scheduled to last two-and-a-half hours and expected to range widely over subjects such as east-west relations, arms control, human rights and regional problems, particularly Southern Africa and Afghanistan, tomorrow. These will be followed by the signature of three agreements on investment promotion and protection, the building of a school in Armenia with British aid and visas.

Other important items on the Soviet leader's programme tomorrow include a visit to Case Communications, an advanced technology company, in Watford, and a meeting with a Confederation of British Industry delegation.

Before leaving for home on Friday Mr Gorbachev is due to deliver an important speech in the City of London and have lunch as the guest of the Queen at Windsor Castle.

## Thatcher looks to 'chemistry' to set international reaction

By Philip Stephens, Political Editor

It is a claim she can make with some justification. This week's talks will represent her fifth meeting with Mr Gorbachev and his third trip to the UK.

They precede his planned return visits to Bonn and Paris during the summer and, if the size of the Soviet advance guard is any guide, they are being treated most seriously by Moscow.

Mrs Thatcher wants to be seen by her peers in other Western nations - particularly those in Europe - as having a pivotal role in reshaping East-West relations.

She hopes to underline that her foresight in recognising as long ago as 1984 that Mr Gorbachev was a man the West could "do business with" has been exploited this, he said.

The style of their previous encounters - as warm as they

have been tough - has also lent credence to the claim by one of Mrs Thatcher's senior aides that it was a "remarkable relationship". In the view of one of her officials, they may differ sharply over nuclear arms, but provide clear evidence that "like poles do not repel".

The British Prime Minister's respect for the Soviet leader is genuine, and there appears little doubt that there is a peculiar chemistry between two strong individuals determined "to break the mould" in their respective countries.

Some of her colleagues have been heard to lament that she treats the leader of a Communist country with more respect than some of her colleagues. With no hint of irony, those close to Mrs Thatcher compare Mr Gorbachev's efforts to modernise and liberalise life in the

Soviet Union with the task that faced her in 1979.

The other side of the same coin is that Mr Gorbachev is seen from the Prime Minister's office as a leader who will respect the Prime Minister's resolute determination to negotiate from strength.

Mrs Thatcher will offer all the help she can give to the Soviet leader's quest for a more modern, less threatening society, but will also insist on a "cast-iron" insurance policy for the West in case he fails.

That stance also contains the message that Mrs Thatcher wants to send to her allies in Nato: that her determination that they should reject Soviet calls for total demilitarisation in Europe and should instead move to modernise its short-range weapons is entirely compatible with further rapprochement with Moscow.

As one of her senior ministers commented recently, that decision on modernisation will not be made by Mrs Thatcher. It will be thrashed out - probably at the eleventh hour - by US President George Bush and Chancellor Helmut Kohl of West Germany. All Mrs Thatcher can do is to try to exert as much influence as possible.

Now, however, is it certain that Mr Gorbachev will be content to stand by and allow Mrs Thatcher to translate his visit into an easy public relations triumph?

Soviet officials do not ridicule the idea of a strong relationship between the two leaders, but the signs in recent days have been that Mr Gorbachev is growing more impatient with her hard-line position on modernisation of short-range weapons.

His scheduled keynote speech before his departure on Friday will also provide him with the opportunity if he so chooses to launch a further Soviet arms control initiative designed to cut the ground from beneath Mrs Thatcher's position.

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## UK NEWS

## Securities body opposes Brussels investment edict

By Clive Wolman

THE SECURITIES Association, the largest of the City of London's self-regulating organisations, is opposing the reciprocity provisions of the investment services directive produced by the European Commission last December.

The directive, scheduled to take effect in January 1993, is designed to provide a "single passport" to a firm authorised in one member state allowing it to sell its services in any other state without the need to seek further authorisation.

TSA says in its official response that the directive should come into force by the scheduled date, which would coincide with the taking effect of the second banking directive. Otherwise those securities firms which do not form part of a larger banking operation will be placed at a competitive disadvantage.

The reciprocity provisions carried over from the second banking directive, would deny an application for authorisation from a subsidiary of a company incorporated outside the EC in situations where its home country does not grant reciprocal treatment to EC financial institutions wishing to operate there.

TSA argues that the UK has become a major financial centre because of its openness to international participants. The directive's definition of "reciprocity" is unclear. For example, it could even be applied against the US because of its Glass-Steagall legislation which prevents a bank from engaging in securities business and thus would be used to restrict the US activities of a German universal bank.

## Climate improves for the British resort

Travel agents see a brighter outlook for holidays at home, writes David Churchill

**B**RITAIN'S travel agents and tour operators met yesterday to discuss the worries of the industry in the down-to-earth setting of the Butlins holiday centre in Bognor Regis, rather than in one of the more exotic overseas destinations usually favoured by travel chiefs.

The choice of the Bognor Butlins - now called the South Coast World - for the UK conference of the Association of British Travel Agents is most apt this year.

Butlins, associated in Britain with old fashioned holiday camps offering traditional family seaside fun at budget prices, is enjoying a boom year with bookings running at record levels. Its popularity reflects the remained in domestic holidays this year. At the same time, though, last year's airport delays and higher mortgage repayments at home have taken some of the gloss off continental package holidays.

Figures from the British Tourist Authority show that the number of Britons taking holidays of four nights or more in the UK last year rose for the first time since the early 1980s. Nearly four out of every 10 Britons took a break of four or more nights in the UK last year, compared with just three out of every 10 in 1987. British holiday operators suggest that the trend has continued into this summer.

Rank Leisure, for example,

which operates five Butlins holiday centres as well as being the largest operator of caravan parks in the UK, says bookings are about 10 per cent higher this year than last.

Superbreak Motor Holidays, the leading short-break holiday operator in the UK, also reports more Britons taking holidays this year. "Demand is very buoyant," says Mr Christopher Dunn, Superbreak's joint managing director.

Wales also is enjoying a boom, according to Mr Prys Edwards, chairman of the Wales Tourist Board. "Our recent advertising campaign has generated some 170,000 inquiries and a very high proportion of these are being converted into firm bookings," he says.

Some tourist chiefs remain

cautious. "I'm not saying business is booming, but it looks a very healthy picture indeed," says Mr Tim Whitehead, director of tourism for the seaside resort of Torquay.

His comments perhaps reflect the fact that, after years when a holiday in Britain was seen as a downmarket alternative to a sunshine package overseas, the UK holiday industry finds it hard to believe the good times are really returning.

A further warning was given to delegates at the Abta conference by Mr Malcolm Wood, marketing director for the English Tourist Board. "The British tourism industry has an unprecedented opportunity in 1989 to reap the benefits of improved bookings and favourable market conditions for UK holidays," he told them.

"But the industry must be prepared to rise to this challenge. Above all, 1989 must be remembered as the year we laid to rest the idea that a British holiday is second-best."

The main structural change in British holidays over the past decade has been the fall in the numbers taking the traditional week or fortnight of "main" holiday in Britain. The number of such holidays (measured as four nights or more) was down to 15m in 1988 from 27m a decade earlier.

This slump is both because Mediterranean sunshine holidays have become more accessible and because most British resorts have failed to upgrade accommodation or invest in all-weather facilities.

Some resorts have responded by investing to attract new markets. The Bognor Butlins, for example, was refurbished at a cost of £27m (as part of a £125m investment programme for the Butlins group) and is reaping the benefit of improved bookings.

Mr Angus Crichton-Miller,

managing director of Rank Leisure, says the investment has enabled Butlins to pursue new markets such as weekend breaks and conferences. "Those operators and resorts that have not invested in new facilities are now paying the price," he says.

British operators have also been shown the example of the Centre Parcs holiday village in Nottingham. Centre Parcs is

Dutch-owned and provides all-weather accommodation and a high level of facilities.

Blackpool, still Britain's most popular seaside resort, has also learned to adapt. The resort, on the north-west coast, already attracts 6.5m visitors a year to its pleasure beach.

When a major survey alerted us to the problem of the ageing visitor, a deliberate policy was aimed at "recapturing the young," points out Blackpool's department of tourism. Some £16m, for example, was invested in an "indoor seaside" complex called the Sandcastle.

Yet British tourism is also aiming at the "grey market" of over 50s who have the time and the money to enjoy several holidays a year. "It is a very important market for us as these holidaymakers will often take several short-break UK holidays a year to places and cities like London, Edinburgh, and the Lake District," says Mr Dunn of Superbreak.

What tourists could be really cheered would be a sunny summer. "After three pretty average summers, it's about time we had a real scorcher!" one suggests.

## Wales joins Labour's devolution programme

By Anthony Moreton, Welsh Correspondent

THE LABOUR PARTY yesterday committed itself to devolution for Wales as part of a shake-up of local and national government within the principality and said this would be given priority if the party was returned to power at the next general election.

Mr Barry Jones, the party's spokesman on Welsh affairs, promised in Cardiff that the legislation needed "would be passed within the lifetime of the parliament."

This is a rather more cautious commitment than that given to Scotland where Labour has promised "immediate" devolution. Mr Jones denied this was a piecemeal approach. Change in Wales and Scotland would be accompanied by a reappraisal of local government in England. "Do not underestimate the power of a Labour government to devolve power to the regions."

The Welsh Labour party is to take the scheme to its annual conference in Llandudno next month. It will propose the setting up of an elected body to deal with functions carried out by the Welsh Office and those bodies which have an all-Welsh remit. At the same time, the party intends to simplify local government, by replacing the eight county councils and 37 district councils formed in the 1974 reorganisation with a single tier of between 17 and 25 multi-purpose authorities.

If, as expected, the proposal is approved by the Welsh party conference, it will then go to the national party's conference in the autumn. Success there would almost automatically ensure its being in the manifesto for the next general election which has to be held before the middle of 1992.

Labour does not intend to reduce the 38 MPs in the country nor relegate the Welsh Secretary to a non-cabinet post even though the person would presumably lose a considerable part of his or her powers. But its plan for the 765 community councils is less clear and will not be resolved until consultations have been held with interested parties. "The debate is now no longer about devolution," Mr Jones said. "It is about the practical implementation of policy." A devolved authority would not be an independent one, as Plaid Cymru, the Nationalists party urged, "but there must be a debate on establishing a new system of local and regional government for Wales."

## Spycatcher reports 'in grave contempt'

By Raymond Hughes, Law Courts Correspondent

NEWSPAPERS which published material from Spycatcher, the memoirs of former MI6 (counter intelligence) officer Mr Peter Wright, when there was no technical reason why a larger number of PCs could not be networked together. Mr Wright had simply not got that far yet.

He expected personal computers to migrate into the larger electronic newsroom systems running national newspapers, but the time scale was not yet clear.

Mr Hollingworth added that

Mr Laws said the Spycatcher saga was now over and done with and there could be no question of "taking over the embers".

Last summer the Government finally failed in its claims for final injunctions preventing the British press publishing material from the memoirs of Mr Peter Wright, a disgraced and discredited former member of the British Security Services.

But from June 1986, there had been interim injunctions in force against the Observer and the Guardian newspapers and their editors prohibiting the reproduction of anything from Mr Wright's book.

He said that the publications complained of were on various dates in 1987 and in the Attorney General's view called for "punitive" action by the court.

The Attorney General was not seeking orders against three other newspapers, the Sunday Telegraph, the London Evening Standard and the now defunct London Daily News.

The Sunday Telegraph and its editor had apologised for what had happened. The Standard and the London Daily News had offered explanations which led the Attorney General to think that the public interest did not call for any order to be made against them.

The fact that the Spycatcher case had been brought on behalf of the Crown by the Attorney General was not significant.

The hearing continues.

## Legal snag delays Dublin trial

Financial Times Correspondent

LEGAL ARGUMENT delayed the start of the trial in Dublin yesterday of a Belfast man charged under the Criminal Law Jurisdiction Act which allows for alleged offenders in the UK and Northern Ireland to be tried in the Republic.

Mr Gerard Sloan, 35, is charged with escaping from Crumlin Road Courthouse, Belfast, in 1981 and with possession of firearms.

Mr Sloan was arrested last November as he boarded an aircraft in Dublin after eight years on the run. The act under which he is charged is rarely used in the Republic.

In the Special Criminal Court in Dublin yesterday the trial judge questioned the absence of warrants from the Royal Ulster Constabulary and adjourned the court until the situation was clarified.

Mr Sloan was arrested last November as he boarded an aircraft in Dublin after eight years on the run. The act under which he is charged is rarely used in the Republic.

Charges under the Criminal Law Jurisdiction Act are at present being prepared against Father Patrick Ryan, the priest sent back from Belgium after his arrest there last year.

He is sought in Britain on terrorism charges, but the Irish Attorney General refused his extradition after his arrival from Belgium, urging Britain to use the mechanism provided by the Criminal Law Jurisdiction Act instead.

## Ministers discuss Anglo-Irish review

By Our Belfast Correspondent

BRITISH and Irish government ministers will today discuss the preliminary findings of the review of the workings of the Anglo-Irish Agreement when the Intergovernmental Conference meets in Belfast.

Mr Tom King, Northern Ireland Secretary, and Mr Brian Lenihan, the Republic's Foreign Affairs Minister, will jointly chair the meeting. The talks are also expected to focus on cross-border security after the recent IRA murders of two senior police officers as they were returning to Northern Ireland after meeting Irish police officers in Dundalk.

Sir John Harman, chief constable of the Royal Ulster Constabulary, and Mr Eugene Crowley, Garda commissioner, are expected to attend the meeting during the talks on security.

Unionists have refused to participate in the review of the agreement - which gives Dub-

lin a say in the affairs of the North - but other political groups have made submissions. It is thought the outcome of the review will not be finalised until after the next conference meeting.

Most observers feel it will not result in any substantial changes to the Agreement and will concentrate on measures to increase the efficiency of the secretariat which services the conference.

This announcement appears as a matter of record only

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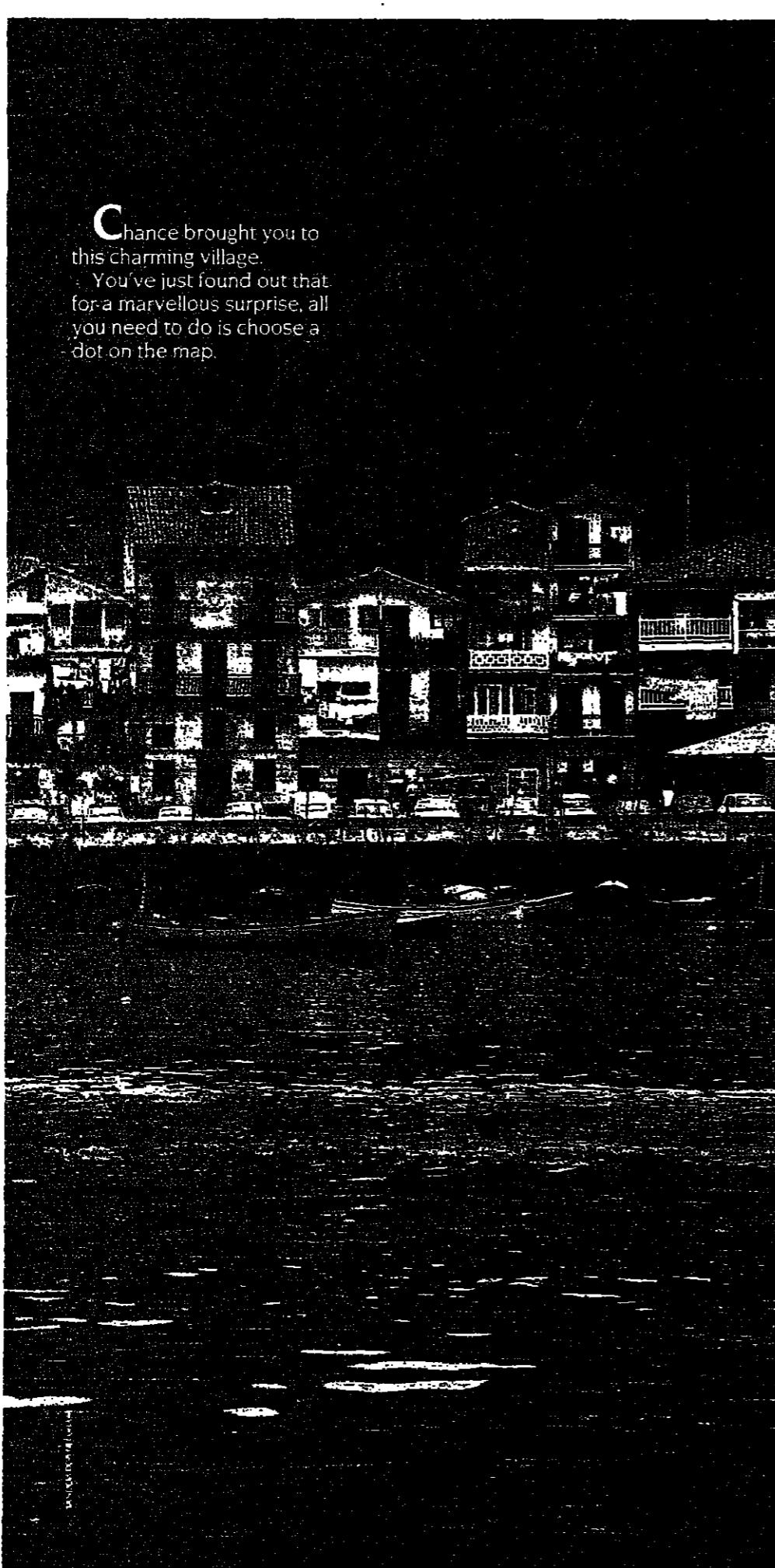
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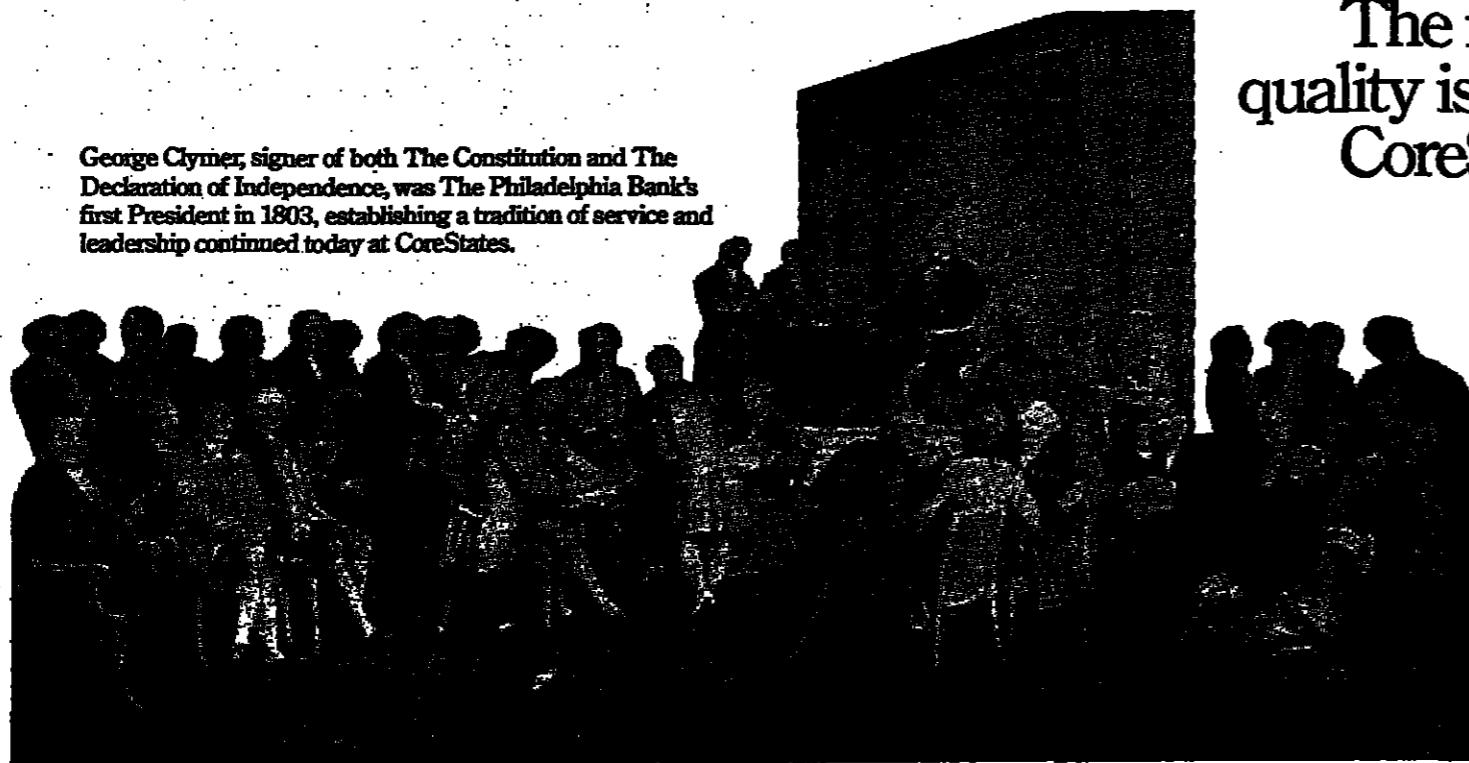
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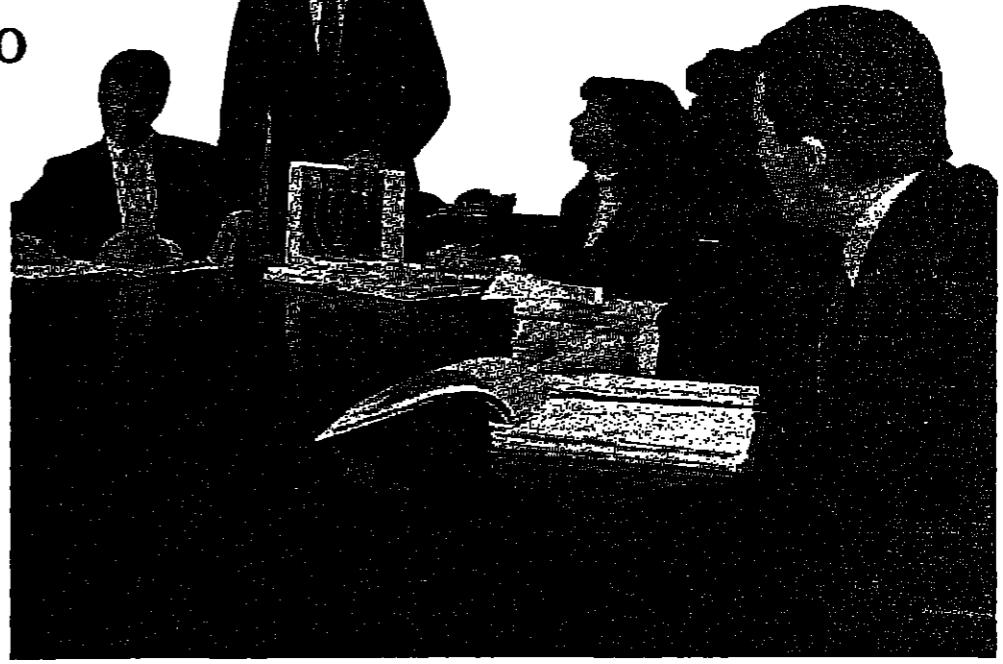
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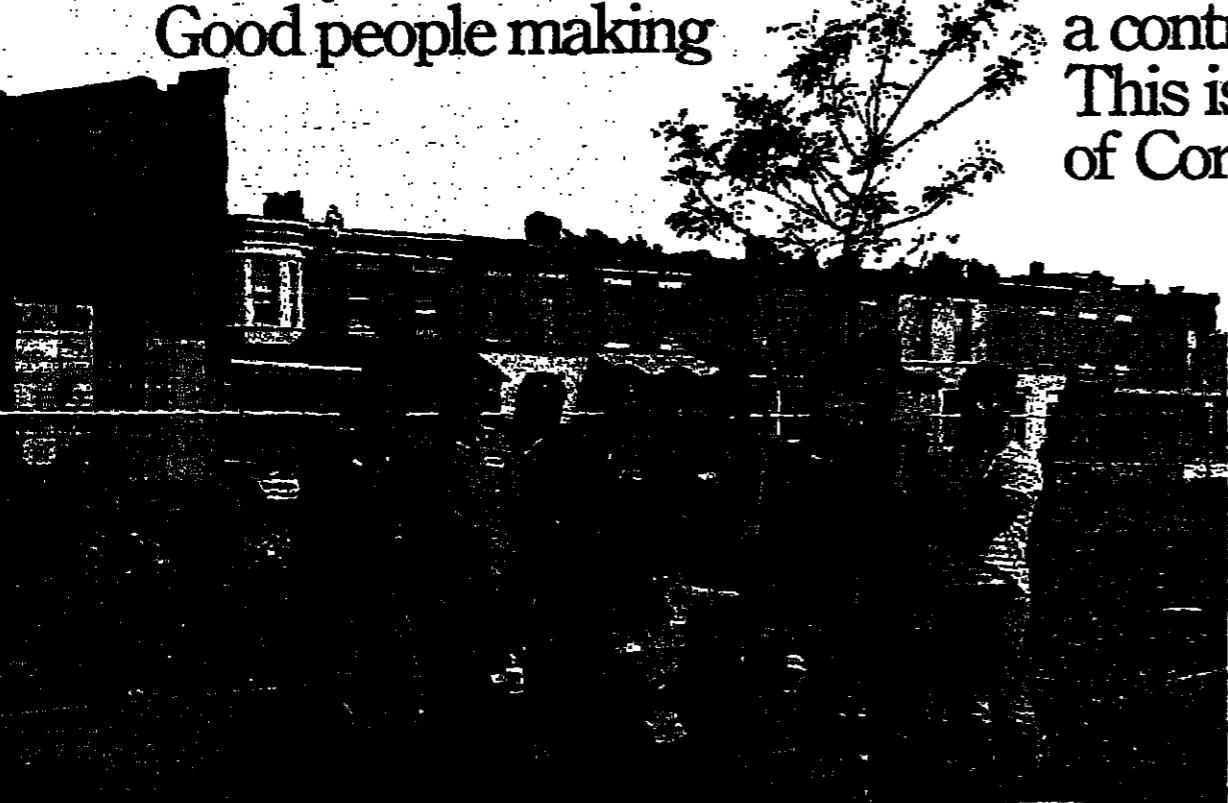
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## MANAGEMENT

## Electrical engineering

# Where 'paradise' is to be found in acting quickly

William Dullforce assesses progress in the enormous task of merging Asea and Brown Boveri

**P**ercy Barnevnik is still in his element 18 months after taking on one of the decade's toughest management challenges. "Sure, we have a massive job with the challenges and opportunities, but that is the stimulant. If you really are a rationalisation man, somebody who wants to change things, it is paradise."

The challenge is to merge Sweden's Asea and Switzerland's Brown Boveri into Europe's most effective contender in the global electrical engineering stakes.

Speed remains the hallmark of his management practice. A year ago he stressed in an interview with the Financial Times the importance of acting quickly to prevent losses in market shares while the fusion took place, to motivate managers and to inject dynamism into the overweight giant which was the immediate result of the merger.

Six months ago he threw a champagne party for the team (and their wives) which wrote the software for, and put in place, the group's global reporting system. Dubbed Abacus, it gives the executive board monthly updates of sales, order intake and backlog, financial results and margins, by business area, region and country.

When told it would take three years to have such a system working, Barnevnik insisted that it should start trial runs by last August.

Today, he acknowledges that his insistence on speed caused some problems, particularly in West Germany, where employees staged protests and sit-ins over a period of some weeks last March and April.

But he still prefers to "push things through and not refer them all the time to investigation, because you can investigate to death." And, he adds, "we have not been blocked, we have not been delayed and we are not sitting still while governments decide."

While it has been concentrating on the process of merging, the group may have lost some of the electrical engineering market, notably in the Nordic countries where Asea already had large market shares and where putting the Asea and Brown Boveri units together "has probably let in more imports." In Switzerland, the other "home" country, and elsewhere, Barnevnik believes ABB has actually gained. Some losses may have occurred

on the product front. Barnevnik means general purpose motors, where many organisational changes have been made to improve efficiency. The three power divisions recorded 8% in turnover growth in 1988, up 12 per cent, and overall the 1988 order intake indicates that ABB has suffered no major setback during the merger process.

ABB's first consolidated annual figures, reported last week, met most analysts' expectations with a 1988 pre-tax profit of \$336m, on a turnover of \$17.8bn and a net income of \$385m. The margins were far from Barnevnik's ambitious long-term targets of close to double last year's ratios. He expects the first fruits of last year's restructuring to become visible in the 1989 results.

His optimism - for the longer not just the short term - is underpinned by three transformations under way in ABB's situation. First, the deals he has pulled off, notably with Westinghouse in the US and with Flumecanica in Italy, which will substantially reinforce the group's market penetration.

Second, the many measures his task forces completed last year or have in the pipeline in order to turn ABB into "the lowest cost producer worldwide." The task forces push through exchanges of products and components among factories to achieve economies of scale and streamline manufacturing, marketing and financial operations.

Third is his conviction that he can put across his message of change right through the group. He has no illusion about the immensity of the task. A massive communication programme started with a conference for 250 top managers in Cannes in January last year. Barnevnik explained his policies, the conference was video-taped and made available to local managers. Then, the 50 product-based business area managements, whose task forces execute the strategy, held their own conferences. Comparable meetings took place at regional level, so that most middle managers will have attended two sessions. Another top management conference is in the offing.

Communication is critical, Barnevnik stresses. Managers need incentive systems, targets to work to, feedback from the managers above them and persuading that they can make more decisions and have more interesting jobs.

Taking one of the 600 middle-level managers in Germany, he may be 50 years old and have worked in a stable environment for the past 25. He may have to work some extra hours, change his methods, perhaps switch to another job inside the company and he asks why the hell should he.

"You tell him it is to increase low profitability. He says we have had a nice life on a 2 per cent margin for the past 25 years, so why do you want 5 per cent or even 7 per cent. Well, you talk of job security, long-term expansion, the threat from the Community's single market and that a strong company is good for him and his family. But somebody has to talk to Mr Müller and motivate him."

His staff say Barnevnik himself has spent a tremendous amount of time at meetings with middle-level managers. "If we have mobilised half of them, it is fantastic. If we have managed 30 per cent, it's not so bad," Barnevnik says. But he admits he does not yet know.

**T**he two other developments - the deals he has completed - and the rationalisation - which underpin Barnevnik's optimism are more easily assessed. The formation of ABB has spawned the restructuring, over the past 18 months, of the international and particularly the European, power equipment industry.

In Europe ABB has become the biggest in the sector. Second is the joint company formed by Britain's GEC and Alsthom of France, while Siemens of West Germany, until recently the dominant European, is now in third place.

Already this year ABB has completed deals in the US and Italy. The US authorities blocked the joint venture between ABB and Westinghouse in power generating equipment but the agreement on transmission and distribution equipment went through and will add some \$1.2bn to ABB's turnover. ABB currently has 45 per cent of the venture but with an option, which Barnevnik probably will exercise, to buy the rest.

In Italy the end result of complicated negotiations with Flumecanica has been the formation of several joint ventures in power

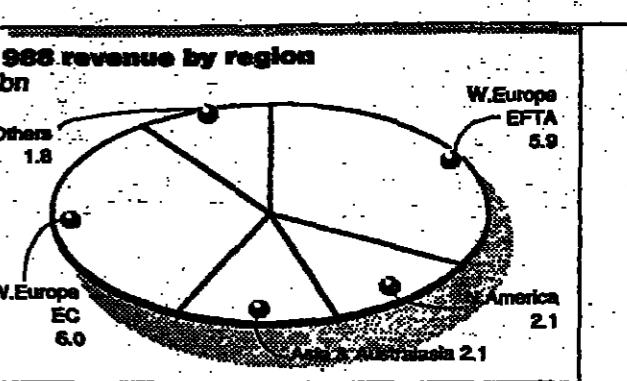
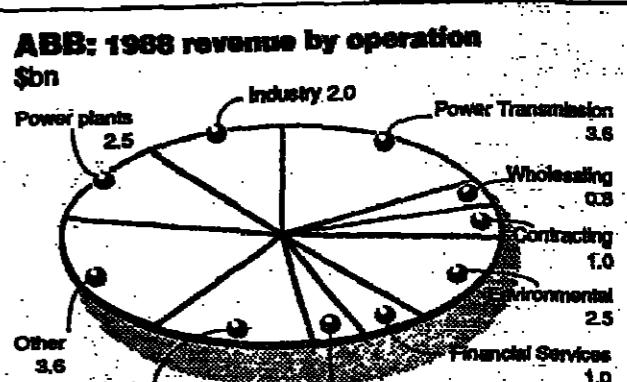
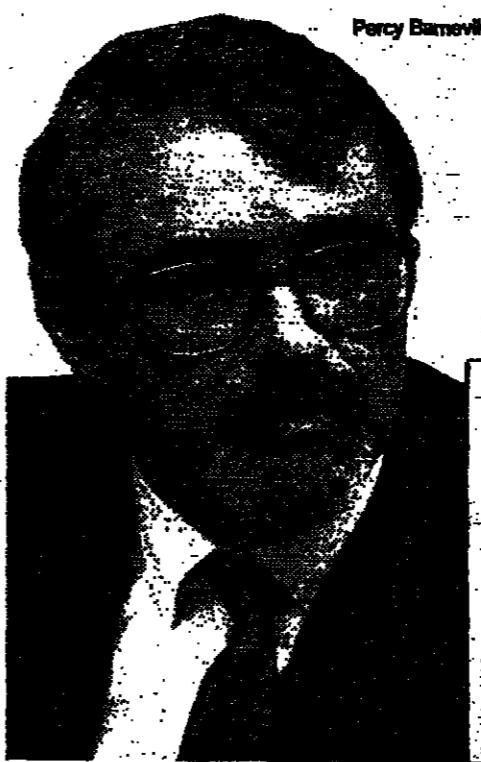
generators, boilers, turbines and transformers. The outcome injects ABB technology into a grouping of some 32,000 people (including 10,000 outside Italy) and calls for a massive restructuring job for the past 25.

Italy has become ABB's largest home base after West Germany and Sweden and gives it a major presence in two of the four big Community countries. Barnevnik is preparing ABB for the European single market with cross-border rationalisation but at the same time he is taking care to retain the group's "multi-domestic" character. He says no more than 2 per cent of power plants in EC countries have been built by foreign contractors.

Looking at the broad canvas, Barnevnik expects to generate 25 per cent of group turnover twice as much as last year, in North America in five years' time. He is circumspect about reports that he has been talking about joint ventures with Japan's Mitsubishi but says it is "obvious" that ABB has to be "an insider" in the Asian market.

Less than half ABB's turnover comes from the three power divisions and the decentralised management throughout the group has been striking deals in several other sectors over the past 12 months.

Barnevnik highlights railway equipment, where the group had an order intake of some \$1bn last year, but where it has been buying additions. BRELL, British Rail's engineering subsidiary, bought earlier this year by a consortium in which ABB has a 40 per cent stake, and will introduce its technology, products and market outlets, adds \$450m in annual turnover to the ABB family. In addition, a share has been bought in a Danish coach and locomotive builder and a Swedish state-owned coach building concern has been taken over. Agreements are being reached with the Swedish and Finnish governments for the acquisition of freight wagon building and maintenance units; and Ericsson Signals System with a \$120m turnover spread across Europe bought. If one adds ABB's overhead rail line business, the group will soon be approaching annual sales to railway customers of around \$2bn. ABB also forms part of the German-based consortium building high-speed trains in competition with the French. Given the demand for better urban transport systems,



increasing interest for combined road-rail freight and the pressure for more efficient use of energy. Barnevnik thinks ABB has acquired a "nice smorgasbord of opportunities".

The acquisitions and the deals are building up ABB's muscle as a global operator but new companies and joint ventures have to be managed; rationalisation remains the key to Barnevnik's hopes of boosting the merged group's profit margin. Here a lot has happened in the past 12 months.

The basic matrix structure with eight business segments, each responsible to a member of the executive board for a product group or geographical region, 50 product-based business areas, some 800 companies and 3,500 decentralised profit centres is in place and functioning.

Trimming costs is essentially the job of the task forces, put together at the business area level. The area management compares the manufacturing costs for a given product at all its plants and picks the best one as a model. In A/C motors, for instance, one plant was producing at 50 per cent of the sales price while others had manufacturing costs of 75 per cent.

Teams, usually two or three specialists, then go in to cut overheads, streamline inventories, cut out some operations and source out the "less noble" parts to sub-contractors. Products and components are swapped to get economies of scale. Enormous activity has been going

on right through the group, spearheaded by the business area managers. It will continue through 1990.

One of the most interesting examples, partly because it ran into resistance by employees and managers in the first half of last year and did not really get going until the second half, is the exchange of power generating equipment production between Germany and Switzerland.

Put simply, turbine and generator production was divided, so that Birsfelden, Switzerland concentrated on the rotating parts and Mannheim on the stationary parts for the complete range. Overall, ABB aims at cutting 4,000 of the 36,000 jobs in Germany and 2,500 of the 17,000 in Switzerland.

Disinvestment was part of the cost-cutting strategy outlined a year ago by Barnevnik. In fact, there has been very little but ABB reported capital gains of some \$600m from disinvestments in 1988.

A major real estate operation has been set up under a manager at Zurich headquarters, to exploit the space, both factory and land, freed by the production rationalisation. One example is NEBB, one of five companies which were merged in Norway into Elektrik Bureau and which had a headquarters and generator plant in the centre of Oslo. NEBB sold the site, realised a \$50m capital gain and took a 49 per cent stake in the development company which will rebuild the plant into offices. The group thus stands to reap further profits from the opera-

tion while generator production has been rationalised to one plant.

Real estate companies have already been established in half a dozen countries, to take over the ownership of all ABB property. The industrial operations then become tenants, paying a market price, while the real estate companies "make deals" sure that the property is exploited in the right way.

Another innovation is the establishment of treasury centres, to manage ABB's considerable cash resources and to exploit the opportunities of the many financial instruments now available. In addition to one world treasury centre in Zurich, local centres have been set up in five other countries.

A rise in the capital turnover ratio (assets to sales) from 0.8 to 1.2, to free some \$400m, was one of Barnevnik's targets. This was to have included a reduction in inventories from \$5.4m to \$4m which has not taken place. Improvements to inventories come with a time lag after the rationalisation process, Barnevnik says, but he points out that the group paid back \$1bn in loans last year.

From an outside perspective, ABB is still in a colossal ferment of merging, expanding and cost-cutting. But the ferment does have a direction and, as his colleagues freely testify, that direction comes from Barnevnik himself, who is unspiring in the intellectual and physical resources he devotes to his job.

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## For those who've never given a second-hand car a second thought

A second-hand car doesn't have to look or behave like a second-hand car. Not if it's a Mercedes-Benz with the official 'Quality Used Car' label.

Start with the undated appearance. Mercedes-Benz don't alter their designs every time there's a motor show. And the quality of the paintwork and trim is such that normal wear and tear is scarcely perceptible. Interior materials retain their appearance and feel, with no maintenance except occasional cleaning.

Mercedes-Benz expect their cars to perform as well after 50,000 miles as they do just after they are run-in. So most people would be hard put to tell the difference between a second-hand Mercedes-Benz and its new equivalent. The only 'giveaway' would be a letter on the number plate. The reason for all this

is as simple as it is complex. The production of any new Mercedes-Benz model is planned to avoid problems during

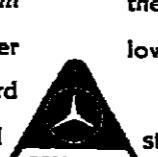
manufacture. Every process is checked and re-checked until the procedure is perfect. Every component is tested to destruction and Mercedes-Benz actually provide the testing equipment for some of their external suppliers.

Materials are subjected to the equivalent of years of wear testing in laboratory simulations that operate 24 hours a day, 7 days a week.

Whilst the first owner of a Mercedes-Benz enjoys the obvious benefits of driving a brand new car, owners two and three can enjoy all the privileges of Mercedes-Benz motoring at a lower price.

A well-maintained, dealer serviced car will still look stunning and behave impeccably. The high levels of safety and driving pleasure remain undiminished. And if a second-hand

Mercedes-Benz costs a little more than an ordinary new car, it's still a small price to pay for a vehicle that treats the passing years with almost total disdain.



ENGINEERED LIKE NO OTHER CAR  
IN THE WORLD.

## TELEVISION

*Bite-sized news with your toast and marmalade*

**B**ritain's third attempt at breakfast television, after the BBC's *Breakfast Time* and ITV's *TV-am*, is called *The Channel Four Daily*. Clearly it is entirely intentional that the title makes the programme sound like a newspaper. We live now, as we are forever being reminded, in "the age of information" and the electronic impulse is king. Fuddy duddy mass media such as print (500 years old) are laughably outmoded, and the idea of getting the news to your breakfast table via railway tram, wholesaler's lorry and paperboy's bicycle is utterly absurd.

The trouble is that, more than six years after their launch on BBC1 and ITV, the established breakfast shows are still running third behind newspapers and radio in the contest to supply the public with their morning news. While the national morning papers are selling 15 million copies a day and the four national BBC radio networks are broadcasting to an audience of about 2m at 8 am, with the *Today Programme* alone attracting around 2m, *TV-am* manages just 2.7m viewers and *Breakfast Time* 1.4m. Both will argue about "reach" figures (the number of people who watch any part of a programme during the week) being higher, but then the same applies to newspapers which are usually read by more than one person so that readership is much greater than circulation.

When it came to planning their early morning programme, the people at Channel 4 seem to have been determined to try to do what newspapers do well. Television is constantly good at serial drama, wildlife, comedy, travel, and undemanding light entertainment of all sorts, from chat shows to pop music. But none of that wins kudos for journalists, and the people most heavily involved in breakfast television tend to be journalists — most of them print trained, some of them still primarily employed by newspapers. Thus, in the age of information, we find the all-electronic medium of television tying itself in knots in its desperate determination to be a newspaper.

The trouble is that television just does not have the flexibility of a newspaper. At Channel 4 the idea of a repetitive, rolling service into which viewers are expected to dip, and then depart, is even more pronounced than on BBC1 and ITV. Carol Barnes presents the news headlines every 15 min-



The Channel Four Daily team: Michael Nicholson, Carol Barnes, Garry Rice, Debbie Greenwood, Dermot Murnaghan, Susannah Simonis and Richard Whiteley

utes, and is backed up by James Mates in Tokyo (we know he is there because there is a bonus plan in front of the Venetian blind) and Michael Nicholson in Washington.

The headlines are followed by weather and transport details, and packed in between are "bite-sized" segments — their phrase, not mine — flavoured with the arts, sport, social matters, and finance. There is even a half-hearted attempt to ape the latest obsession of the press and provide "listings," although clearly this cannot possibly work on television in anything like a comprehensive way except by resort to teletext. On Day 1 there was also a token American cartoon (the usual derivative modern junk with poor two-dimensional animation and all the heroes wearing knickers over their tights) and the same 5-minute version of Channel 4's game-show *Countdown* screened twice.

*Because the news is being provided by ITN the basic quality is good, and once the programme is properly established, and the need to keep proving*

the presence of Mates and Nicholson in the Pacific and the US is less urgently felt, it will no doubt settle down and seem somewhat less frenetic.

Probably not very much, however, because the very structure makes for a feeling of rush and superficiality. Though this column argued strenuously against Michael Ignatieff's recent series which suggested that we are declining into a *3 Minute Culture* it would have to be admitted that *The Channel 4 Daily* looks distressingly like a giant stride down that road.

It is not merely that so much time is taken up with graphics sequences "framing" the various segments, and trailers, or even timetables showing "what's coming next," with one presenter "handing over" to another presenter who has nothing to do but announce the next commercial break so that you sometimes feel that this meal consists largely of waiters passing the menu around while rarely providing any actual food.

Worse, the producers are so deter-

mined to limit items to "bite-size" morsels that when a story within the "Streetwise" section on enforcing rights under Ancient Lights laws ran to more than three minutes they chopped it in half and inserted a two-minute goblet about SERPS in the middle. A report by Michael Nicholson on the election of a mayor for Chicago appeared to have lost so much in the editing that it scarcely made any sense.

One special difficulty for a commer-

cial channel which arises when you reduce all items to such short lengths is that they come close to the size of the advertisement breaks, and modern British commercials are very high quality pieces of film making. It is almost impossible for *The Channel 4 Daily* to compete in terms of technical quality with the Kellogg's Frosties ad, or Wrigley's "It's a part of the moment." Alongside such a professional smorgasbord the programme morsels begin to look like warmed-up leftovers.

What is more, the commercials seem to be the only place for any

amusement. It has been suggested that Channel 4 decided to adopt, as their own, Peter Jay's "mission to explain" which came such a cropper during the fiasco of *TV-am* and the "Famous Five." The evidence now on screen hardly suggests they have gone that far, but on Day 1 there was certainly a tendency towards the puffed. The result was that the commercial breaks with the "Cheese It" series, featuring Edward Heath, Ken Livingstone, George Melly and so on, actually became moments to look forward to.

Television's desire to compete with and, if possible, supplant newspapers is understandable, but the attempt to imitate the functions of the press so precisely may be a mistake. The beauty of a newspaper is that it can be all things to all men in the choice of subject matter the reader is king; if you want to read two minutes of sports news and then 10 minutes of political background that is what you get. If you prefer 10 minutes of fashion followed by three minutes of opinion that is what you get — from the very same newspaper. Furthermore, you can begin reading in the lavatory, continue at the breakfast table, and finish by doing the crossword on the bus.

With television you are tied to the set and entirely at the mercy of the broadcasters: if you want two minutes of sport and they are doing five minutes of the FTSE Index then, willy nilly, the FTSE Index is what you get. (And, incidentally, the belief, now so widespread in television and radio, that there is an insatiable appetite for expert and arcane financial news among the general public, is surely, an astonishing misapprehension: it would be interesting to know what proportion of the audience even knows what the FTSE is . . . or what.)

For myself I long ago gave up watching *Breakfast Time* and *TV-am*. The only time I see them now is when staying in a hotel and, as usual these days, no newspaper is delivered to the room. Professional duties aside, this new C4 programme will now go into the same category. On the day I can fold up *The Channel Four Daily* and stick it under my arm to take it into the bathroom or the garden to read Miles Kington's column or Ian Wooldridge's report while finishing my coffee, I may choose to go back to it.

Christopher Dunkley

## The Late Christopher Bean

### ARTS THEATRE, CAMBRIDGE

*The Late Christopher Bean* by

Emyln Williams marks the departure of Bill Bryde as artistic director of the Cambridge Theatre Company. He has steadfastly maintained these past seven years the decent standards and programming flair of this invaluable middle-scale touring outfit.

But the Williams play, which moves on this week to Poole, Taunton and Aberystwyth, although it tolerates revival, does not constitute much of a parting shot. The design of Tanya McCullin, well lit by Leonard Tucker, is pleasing but uninspired. The company, too, is solid and workmanlike,

exposing further the awkwardly plotted story and its less than sparkling dialogue. As a play, the best you can say for it is that it would probably say half a good musical.

In his memoirs, Williams recounts how he spent a week touring in New York with a Sidney Howard script, itself a translation from the French of *Neuf Francs*. The result was a 1933 hit for Edith Evans as Gwenwyn, the Welsh maid who is leaving service with the doctor's family after 15 years. Gwenwyn loved and cared for an alcoholic, tubercular artist patient who died in the house ten years ago and whose hitherto unwanted work she has hoarded. But now this Christopher Bean, a rather doubtful Dubbed, owing to shifts in fashion and on the market, has become a posthumous long-runner Bean.

In the course of Gwenwyn's

last day, the home of the Haggard family is invaded by people suddenly anxious to settle Bean's small debts and make off with the oils. When I last saw the play, in 1978 at the Watford Palace, with Dora Bryan as an unaccountably Lancastrian but touching Gwenwyn, the Tom Keating forgery business was in the news. This added a frisson to the sight of a forger, a dealer and a pompous critic all falling over each other to make hay while the sun shines on a dead artist.

But the emphasis has now shifted. CTC's Gwenwyn is a creature of plump, unassertive affability; Rhoda Lewis simply ignores all the chances she has to express the deep abiding sadness of her condition. Instead, Jerome Willis's rather one-dimensional doctor unleashes a grasping, acquisitive attitude towards art that rings a few bells but which also tramples noisily over such other issues as evaluation, loyalty, domestic relationships.

Alec Linstead is the elegiacally good-natured, entirely unreliable, Desmond McNamara the forger, Jim McManus rather good as the dodgily semitic dealer. The doctor's daughters are adequately taken by Susan Doyle and Joanna Myers. But the powerful emotional subtext, that would transform Gwenwyn's devotion to Bean into a sneak preview of the teacher/pupil obsession in *The Corn Is Green* (1938), is entirely missing.

Michael Coveney



Jerome Willis

### ENO's seat prices to rise by 23 per cent

An energetic flow of seven new productions set against a deteriorating financial situation was presented at the annual press conference of the English National Opera at the Coliseum yesterday.

Despite the fact that the ENO is defying the "rules" of its principal backer, the Arts Council and is budgeting for a loss in 1989-90 it is still forced to raise its seat prices by an average 23 per cent with the top seats costing £33 from August 24. However the balcony seats will only increase in price by 50p to £5.50 and £6.50.

The ENO is planning to press ahead with a full programme and to hope that central Government will eventually come to its financial aid. Among the new productions are one world premiere, *Clara* by Robin Holloway, and another co-production, this time with Opera North. *The Love of Three Oranges* by Prokofiev.

The ENO's grant from the Arts Council of just over £7m has only been increased by 2 per cent for this season, and its £1.5m from Westminster Council is in doubt when the new local government financing comes in next year. Even so the ENO intends to lead the fight for greater arts funding and to press ahead with a full programme until bankruptcy looms.

Antony Thorncroft

## Embarque

### SADLER'S WELLS

Siobhan Davies' *Embarque*, which featured in the second Rambert programme on Monday night, gives a telling impression of the sprightly and sometime relaxations of travel. It has a momentum sprung from the arresting opening pose — a man and woman standing immobile at the start of a journey — that finds them and their companions driven by the pulse of the Steve Reich score and by the pace of the land they are crossing.

Incidents flash past, or are momentarily savoured, the movement is often quick, but remains both supple and fluent; there are curves of dynamics — something like a game of "follow my leader" — which have the inevitability and potent outlines of the Shadai entry in *La Bayadère*. And in dealing with a minimalist score, Siobhan Davies has shown how she can control it — by not becoming trapped in vain repetition — and extract a parallel and fascinating imagery from its procedures.

*Embarque* seems to me the triumphant maturity of gifts we first admired in Miss Davies' early *Pilot* which, too, dealt with travellers. Also new to London was Trisha Brown's *Opal Loop*.

### FESTIVAL HALL

It would have been all too easy to celebrate the centenary of Adrian Boult's birth by giving concertos drawn from the core repertoire with which he was identified most closely — the symphonies of Beethoven, Schubert and Brahms, and his specialisms of Elgar and Vaughan Williams.

The Philharmonia's four-concert Boult tribute, conducted by Andrew Davis, has been designed much more enterprisingly: though the series began with Elgar's *Violin Concerto*, Vaughan Williams' *Sixth* and Walton's *Crown Imperial* and will end next Sunday with *The Dream of Gerontius*, the central pair of concerts has attempted to give a much wider impression of Boult's achievements and of the reasons for his importance in British musical life for more than half a century.

As Michael Kennedy's comprehensive essay in the Philharmonia's programmes reveals, the sheer range of music which Boult conducted was vast, especially during his own refined 1930s expressionism. The point-work for the women looks silent: the men do not appear weighed down by inexpressible grief. It is a brave but wrong-headed try at a masterpiece which we should now consider lost to us.

Clement Crisp

conductor of the British premiere of Berg's *Wozzeck* — a concert performance at the Queen's Hall in 1934; a few weeks earlier he had introduced Mahler's Ninth Symphony, and conducted *Wozzeck* again in 1949 — or of Stravinsky's *Symphony in C* (a wartime broadcast from Bedford), or predicted that in the BCSO's inaugural concert the second suite from Ravel's *Daphnis et Chloé* would have been placed alongside Brahms.

Those who remember Boult only from his venerable appearances in old age, when understandably his choice of works was far more limited, should have found the shape of these Philharmonia programmes salutary. Those who remember Boult perhaps by the standard of the Philharmonia's South Bank promotions neither concert was well supported, and by the standard of most Philharmonia performances some of the playing was indifferent.

Davis began on Friday with Tippett's Second Symphony, which was the subject of perhaps the most infamous of Boult's premieres, falling apart within a few minutes and having to be restarted while Boult was

shouldered the blame for what was essentially a problem with the notation of the orchestral parts.

Davis's account was accurate and co-ordinating enough, but quite lacking in tension or rhythmic drive; the slow movement, which should melt into tingling remembrances of the *Midsummer Marriage* sound-world, seemed flat and unimaginative, and the scherzo hobbled through its bounding additive rhythms.

In the Three Fragments from *Wozzeck* the textures had been sorted out with some care; the D minor Interlude was driven to a resounding climax, and Carole Farley gave a slightly pinched but idiomatic and comprehending account of the phrases from Marie's part.

In Bar's *Garden of Fand* on Monday, however, the control of line and instrumental weight was less certain; Bar in such a vein requires just as careful preparation as the Debussy and Ravel models from which he gleaned so much, and in the course of rehearsing such wide-ranging programmes as these, it's telling that details could well slip by unremarked.

Perhaps more truthfully it

was the gap between preparation and performance that was never quite bridged here, an event to celebrate such a towering figure in British music needs a sense of occasion and that never seemed likely to be generated.

Sylvia Marcovici's playing of Bartók's Second Violin Concerto (another wartime British premiere, with Menhin as soloist) epitomised it all — accurate, well-coordinated and often tellingly lyrical in an unspectacular way, it could never gain a real sense of scale. The exchanges of soloist and orchestra were slotted unevenly into place rather than allowed to work up any creative friction.

Andrew Clements

### Bertice Reading at the King's Head

Bertice Reading will be appearing at the King's Head Theatre, Islington, N.1, from April 17 to May 21.

Entitled *Just A W.O.M.A.N.*,

her jazz and blues show will be presented Tuesday to Saturday at 8.00pm and on Sunday at 3.00pm.

In addition there will be the

### SALEROOM

### Question over Utrillo

Christie's kicked off the spring series of Impressionist and modern picture sales in London on Monday evening with an auction which was solid

rather than sensational. The two most important items, a pair of Picasso's painted around 1920, sold within estimate, a Cubist "portrait" of his future wife Olga selling for £4.4m to an American bidder and a Classical head making £3.5m.

A Modigliani of a girl in a striped shirt also just crept over its lower estimate, selling for £2.7m, while a Salvador Dalí of a pair of old boots set alongside his wife's ankle clad in snake bracelet was bought in at £360,000. All told the sale made £24.5m, with 15 per cent unsold.

The strongest demand was for the German school and there was an impressive auction record price for a painting by Paul Klee, the £3.8m paid by an American collector for a large abstract influenced by Bauhaus, "Uplift and Away." There was also a record for Max Ernst of £752,000 and for Otto Mueller of £296,000. Another success was the £660,000 paid for a couple of circus artists painted by Beckmann. A Pissarro view of Hyde Park, lost to view for many years, realised £244,000, an auction record for a Pissarro on paper.

The main excitement at Christie's sale yesterday of second division Impressionists was when Jean Cocteau, the so-called "moral guardian" of the work of Utrillo, stood up at the auction and cast doubts about the authenticity of lot 168, a Utrillo view of a snowbound Parisian street. James Rounleath of Christie's Impressionist department politely said that he was happy to discuss the matter with Mr Fabris privately but that the sale would go ahead.

He affirmed that Christie's was totally happy with the authenticity of the work which subsequently sold to Global Fine Arts, a New York dealer, for £104,500, at the bottom of the estimate of £100,000-£150,000. But Mr Fabris seems to have blighted the demand for Utrillos, always by their very profusion, something of a drag on the market, and four of five more works by him in the sale were unsold. Mr Fabris intends to continue his vendetta at Sotheby's, which is disposing of a batch of Utrillos today.

The auction itself was very lack lustre, raising £4.39m, but with a high 34 per cent unsold. Top price was the £264,000, well below forecast, paid by a Swiss dealer for two circus clowns by Bertrand Buffet.

Antony Thorncroft

### ARTS GUIDE

#### THEATRE

##### London

Frances Orelana (Cottesloe). Wonderful production of Lope de Vega classic by *Cheek By Jowl* director and designer Declan Donnellan and Nick Ormerod. The best National production in this venue since *Romeo and Juliet* April 7-22, May 3-6 (02 222 2252).

Bed (Cottesloe). Imaginative re-enactment for old codgers in pyjamas and a sleeping den as big as the Great Bed of Ware itself. The delightful and unusual proceedings are scripted by Julia Czernyevsky April 12-19, April 26 (02 222 2252).

Hamlet (Oliver). This pictorial Renaissance revival by Richard Eyre for the National Theatre is a disappointment, though Daniel Day-Lewis' performance is improved with his entrance in the role. Michael Bryant is a superbly busy and dangerous Pol

## FINANCIAL TIMES

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Wednesday April 5 1989

# Too much, yet too little

**ONE VIEW** of the debt crisis is that the citizens of indebted developing countries sold their countries short, while the commercial banks of the developed countries took the long position. The proposals from Mr Nicholas Brady, the US Treasury Secretary, should then be viewed as an attempt to shift a portion of the risk yet again, this time onto the international financial institutions. Since the Europeans and the Japanese contribute substantially more to these institutions than the US, this is rather a clever way for a fiscally constrained US to resolve a major security concern at the expense of its allies.

The question is whether the US has been too clever by half. By giving legitimacy to debt reduction the US has aroused enormous expectations in indebted countries. Brazil, for example, talks of cutting its external debt in half. But the official resources available are too small to meet so ambitious an objective, with the US authorities mentioning 20 per cent as the maximum that can be achieved. There is a danger that Mr Brady has undermined the muddling through of the past, without putting anything adequate in its place.

The somewhat grudging acquiescence of some European countries, notably the Netherlands, the UK and West Germany, is understandable. But it is short-sighted. The new US approach is an advance, for it recognises that most of the heavily indebted developing countries will not, in fact, trade their way out of their debt problems. Losses must be taken. The questions are how, and what role official resources should play.

### Drawbacks

One should recognise that all approaches possess drawbacks. Under voluntary debt reduction, the smallest benefits will go to countries that are most successful in their effort to adjust while banks that do not participate in debt reduction will benefit at the expense of those who do. But official involvement creates further problems. There is a valid objection to concentrating scarce resources on those who were rich enough to get into

difficulties with commercial lenders and too incompetent to get out of them. Commercial creditors will also try to shift as large a share of the losses as possible onto the official sources.

### Income distribution

Given all the risks, the Group of Seven industrial countries were right to insist that there is no moral or practical case for official support to generalised debt relief. It is important to remember, not only the scale of capital flight, but also how income is distributed in key indebted countries. According to the World Bank, the richest 20 per cent of British households enjoy 67 per cent of national income, while the bottom 20 per cent makes do with a meagre 2 per cent. If adjustment has borne heavily on the poor (as it has), why should this avoidable development concern the governments of the developed countries more than it has the elites of the countries concerned?

Extensive involvement of official lenders in debt relief can be justified only by correspondingly extensive policy changes in indebted countries. It is a way of rewarding the more competent and determined for their adjustment efforts. How the financial assistance should be provided is a secondary question. Once losses on past loans are being recognised, however, debt reduction becomes a highly effective vehicle for official assistance.

European and American politicians are taking up such positions because they are convinced that the stakes in the HDTV war are high. At the root of their concern is the fact that Japan has made a big push to develop HDTV technology and will be ready to broadcast next year - four years ahead of their competitors.

European industry has fought back by launching an Ecu 200m (£30m) sum

**These separate initiatives mean that the world will go into the next century with three rival TV standards**

project, under the auspices of the Eureka initiative for high-tech collaboration, to develop its own version of HDTV.

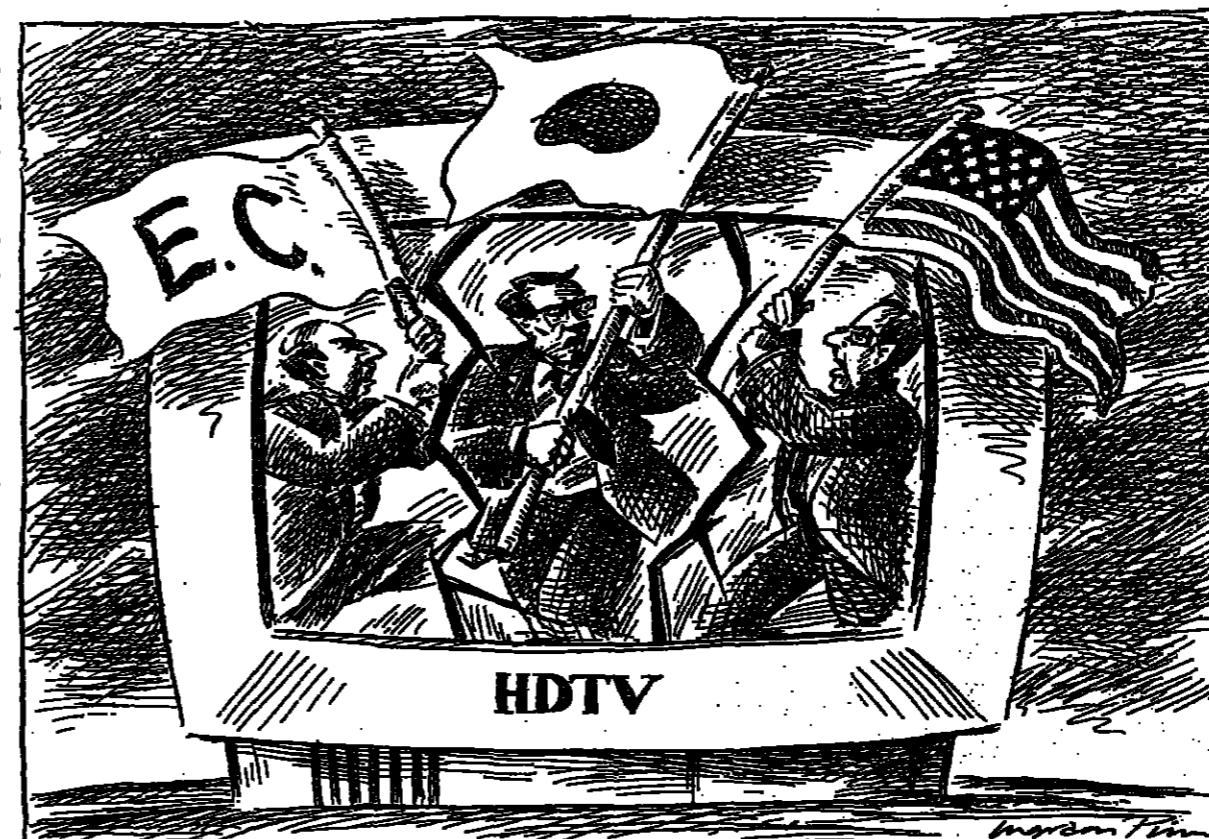
This project is led by Europe's big TV manufacturers - Thomson of France, Philips of the Netherlands and Bosch of West Germany - and has financial backing from several governments. Broadcasts are expected to start some time in the mid-1990s.

The Americans are even further behind, mainly because the US television industry barely exists any longer. Thomson and Philips are now the major TV manufacturers in the US, and Japanese suppliers such as Sony and Matsushita also have a strong presence there.

Even so, 17 US companies - mainly from the computer, telecommunications and semiconductor industries - announced in January that they were considering setting up a joint venture to develop an American version of HDTV. The idea would be to do joint manufacturing and marketing as well

as R&D, on the lines of Mr Verity's comments.

# Hugo Dixon reports on the competition over high definition television



Cutting through this highly charged debate is tricky. In the modern world of electronics, there is no such thing as complete incompatibility. One standard can always be converted to another, although there are costs in doing so.

When HDTV broadcasts begin, it will therefore be possible to receive them on conventional TV sets by adding a converter. Viewers would not be able to enjoy the full glory of HDTV, they would have to buy completely new sets to do that - but they would be able to watch ordinary low-quality pictures.

The difference between the European and Japanese systems is the degree of incompatibility - in other words, the cost of conversion. It would be fairly cheap to convert a Japanese set to Japanese HDTV or a European set to European HDTV. Converting a Japanese set to European HDTV, however, would be prohibitively expensive, says Dataquest's Mr Drazin. For this reason, the Europeans would, in practice, have to throw away their existing sets if the Japanese system were adopted and vice versa.

The argument over compatibility has succeeded in driving the world into opposing camps and no compromise now seems possible.

The question is: does this matter? The Japanese say it does. Their industry has already spent about \$700m developing HDTV and they believe the Europeans and Americans are wasting their money by duplicating this effort. "They are putting a lot of money into inventing another wheel," says Mr Morizono. "All development costs will have to be borne by consumers."

Consumers would also suffer because the cost of making films and television programmes will be higher than it need be, argues Mr Morizono.

One of the attractions of HDTV is that its picture quality is so good that the movie industry might be enticed to use it for making films. This would mean that programmes could be made for both cinema and TV - with the same equipment and there would no longer be any need to go through the time-consuming business of converting programmes from one medium to the other.

However, the standards war might deter the industry from making the switch from celluloid, as it would not

**The battle to enter your living room**

require consumers to throw away their existing TV sets.

This claim results from the fact that there is no single standard even for the present generation of TV sets. The Japanese and American sets have 525 lines on their TV screens, while Europe and most of the rest of the world have 625 lines.

Neither of these systems gives particularly good reception, mainly because the lines are not packed together tightly enough and the pictures do not change sufficiently quickly. These deficiencies lead to fuzzy images and pictures that flicker.

HDTV overcomes these problems by increasing the number of lines and adding fancy electronic gadgets to manipulate the image. The argument is over precisely how many lines there should be on the new sets. The Japanese have chosen 1,125, the Europeans are going for 1,250 and the Americans are likely to pick 1,080, although they have yet to make their first appear.

What the Europeans and Americans object to is the fact that 1,125 is not a simple multiple of either 525 or 625, with the result that the Japanese system will not be compatible with any existing TV sets. Their solutions will be compatible, they argue, because 1,125 is double 525 and 1,080 is twice 625.

The Japanese response to these criticisms is that the European HDTV standard will not be fully compatible with existing TV sets either. "As soon as they start talking about compatibility with existing receivers, they have to stick with the past," says Mr Masahiko Morizono, Sony's Vice President. "Don't be taken in by the magic word 'compatibility'."

From a human culture point of view, we have to exchange programmes so that people can learn about each other. If you have two or three separate standards, this makes it impossible," he says.

Although a single world standard for HDTV would from one point of view be ideal, it is far from clear that the damage from having several will be as great as Mr Morizono claims.

There will always be ways of transferring programmes from one system to another. Moreover, while this will certainly add to costs, the extra expense will probably be much less than if consumers in Europe had to throw away their existing sets.

know which system to pick.

Similarly, a single HDTV standard would allow programmes made in one country to be shown automatically in other countries. As advances in communications make the world a smaller place, such cross-fertilisation will be increasingly important, says Mr Morizono.

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# Mr Shamir goes to Washington

Lionel Barber and Andrew Gowers examine the changing nature of the relationship between the US and Israel

**F**or Mr Yitzhak Shamir, the Israeli Prime Minister, who arrives in Washington for talks today, his American patrons' Middle East policy is proving just a little too active for comfort.

For President Hosni Mubarak of Egypt, who visited the White House on Monday, the Bush Administration is not pushing hard enough for peace negotiations in the region.

For both men, it should be clearer by the end of the week whether the Bush Administration is preparing for a serious effort to restart the Arab-Israeli "peace process".

Over the past 10 years — since the US-mediated Camp David accords between Israel and Egypt — progress has been glacial. Washington's sporadic efforts to engineer peace with Israel's other Arab neighbours, or at least to control the damage, have often left it in the position of a bruised bystander.

The Bush administration's watchword, therefore, is caution. The dialogue with the Palestine Liberation Organisation launched by the Reagan Administration last December may be forcing all parties to reconsider their positions and may have opened up new mediation possibilities. But Mr Bush has been anxious to squash any suggestion that he might try to force a return of Israel into negotiations or seek to impose a solution.

In the face of calls for immediate preparations for an international peace conference, US officials reply that the time is not ripe; they talk of "tilling the ground" until the regional parties are ready to move towards direct negotiations.

This partly reflects the character of the US Secretary of State, Mr James Baker, who has little inclination for Grand Designs. The new Administration's low-key approach also reflects, however, changing perceptions of the nature of the conflict.

A Washington study group which included two of Mr Baker's key aides argued last year that the Palestinian uprising (or *intifada*) in the Israeli-occupied West Bank and Gaza Strip is making traditional American styles of medi-

ation redundant. It has shifted the emphasis from an inter-state conflict with overtones of superpower rivalry back to the original core of the dispute, that between Israelis and Palestinians within what used to be Palestine.

The internal problems of America's closest regional ally, Israel, have become more sensitive and apparently intractable. But the ostensible motive for US involvement in the search for peace during the 1970s — the need to combat Soviet penetration — has become less pressing, despite Mr Eduard Shevardnadze's recent head-to-head regional tour. Moreover, there is not the sense of alarm generated a decade ago by Arab oil power.

"The *intifada* may have made the achievement of an Arab-Israeli settlement more urgent, but it seems also to have rendered a negotiated solution less possible," said the study group.

This is not to say that the US has been inactive or that many Israelis are not deeply worried about the future of their ties with their key supporter. Israel's top strategic think tank, the Jaffee Centre, predicted last month that the status quo persists in the occupied territories, the relationship could now be in a slow process of attrition.

Mr Shamir's national unity government, still reeling from the US decision to override its objections and talk to the PLO, has failed to persuade Mr Baker to abandon the dialogue. It is difficult to overstate the setback this constitutes for Israeli diplomacy, formerly based on the premise that Washington would consult it on every step in the region.

Mr Baker has now outlined a series of tension-reducing, confidence-building measures which he wants Israel and the PLO to accept in order to lay the foundation for direct talks between the parties. He has also made it clear that Mr Shamir must bring some "new ideas" in order to avert ructions in the US-Israel bilateral relationship.

It is not clear what will qualify. Mr Shamir's aides have indicated that he may propose a scheme involving elections in the occupied territories in which Palestinians can choose representatives for negotiations with Israel.

The PLO is not going to sanction such a move without recognition of its own role in the peace process and while both the US and Israel rule out its goal of an independent Palestinian state.

Nevertheless, the wily Mr Baker has already twice stated in Congressional testimony that he is not prepared to dismiss the idea of future Israeli-PLO talks, saying: "It would be wrong for us categorically, absolutely, totally and completely to rule out under any circumstances any dialogue which might lead to peace."

In so doing, he has deliberately uttered what for many years in the US was the unutterable. A similar shift of language was noticeable in Mr Bush's comment after his meeting with Mr Mubarak on Monday. "Egypt, and the US share the goals of security for Israel, the end of the occupation, and achievement of Palestinian political rights," he said. It is unlikely that President Reagan would have made such a reference to "the occupation". And, in another comment which is unlikely to have pleased Mr Shamir, the US President went on to repeat his commitment to "a negotiated settlement, towards which a properly structured international conference could play a useful role at an appropriate time."

What was once rock-solid public support in the US for the state of Israel still continues, but it is no longer unquestioning. Moreover, it is matched by polls showing that the majority of Americans who favour the US-PLO dialogue has grown to two-thirds. TV coverage of the Israeli army's suppression of the Palestinian *intifada* is taking its toll on US public opinion; some surveys show almost one in two Americans hold a negative impression of Israel. And as the Israeli image suffers, so the PLO image continues to improve.

The shift in political mood is reflected in the American Jewish community, traditionally one of the best-organised and most vociferous political constituencies in the US. Most American Jews have acquiesced in the dialogue with the PLO, providing that the Organisation adheres to its verbal renunciation of violence. "We are worried," says Mr



Henry Siegman, executive director of the American Jewish Congress, "but we are not active."

This stance takes the pressure off Congress, although a few congressional voices of dissent. This is countered by more than budgetary constraint, Israeli human rights violations may damage the case for generous US foreign aid.

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## Reform in the Soviet Union The solution lies in the co-operative movement

By Victor Vladimirovich Aksyutich

**I**t is obvious that President Mikhail Gorbachev is pressing for radical reforms in all aspects of Soviet life. However, one must ask what these reforms really are and how they affect the ordinary Soviet citizen. Without understanding this, the West will fail to understand exactly what Mr Gorbachev is attempting.

The reforms are aimed at the emancipation of creative initiative and responsibility of the state and the individual. In fact, the rhetoric promises more than it delivers. It speaks of free enterprise (in coded terms), freedom to trade with other countries, the opportunity to lease land and buy flats, the rights of the individual and freedom of expression.

Yet, in the past four years, life in the Soviet Union has changed little for ordinary people. Of the thousands of co-operatives formed in the past two years, the majority still face tremendous hurdles in overcoming the bureaucratic dominance of the system. The resolution passed at the end of 1988 will only serve to curtail the activities of those prepared to follow the reforms through.

Mr Gorbachev must include the many other groups which have formed. And the final step must be to allow the reforms to be tackled in a more coherent and forceful manner and to commence transfer of decision-making away from the central Party structure.

Even this will not be enough. Mr Gorbachev must also allow the formation of a civic society. This requires tolerance from the authorities, which should extend to those disagreeing with the Party line.

Tolerance of alternative ideas is only allowed when it does not threaten the supremacy of the Communist bureaucracy — those that do speak out still suffer imprisonment, harassment and psychiatric internment.

Yet, the opportunity for genuine and far-reaching change does exist. Mr Gorbachev has released a genie that will not go back into the bottle. He cannot turn back since he can no longer rely on the support of the Communist old guard, such as Ligachev, or the lower echelons of the bureaucracy. He has only one option — to move forward.

To do this he must align himself with his real supporters — those who have attempted to put his reforms into practice.

These are those in the co-operatives, who are attempting to devise new solutions — although not communi-

cally — to today's problems.

Nevertheless, Mr Siegman is one of many American Jewish leaders who believe, like Mr Shultz, that external events are pushing Israel. What is unclear is the degree to which this is recognised by Israeli political leaders.

Having unleashed the forces, Mr Gorbachev must use his new position as head of state to push through radical reforms to gain the support of the new civic society which his reforms have created. If he does this he will transform himself from a leader of the Party to a leader of the country. This is the only chance he has to preserve and stabilise his own power. Unless he does so, and quickly, the social forces which he has unleashed may pull him down from his Party pedestal.

It appears that Mr Gorbachev understands this and is beginning to build a new power base in the soviets (local councils). Whilst it is hoped that power will gravitate towards the state apparatus rather than the Party apparatus, Mr Gorbachev must include the many other groups which have formed. And the final step must be to allow the reforms to be tackled in a more coherent and forceful manner and to commence transfer of decision-making away from the central Party structure.

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cally — to today's problems.

If Mr Gorbachev continues to ignore such people, the frustrations will fester and find less constructive forms of expression.

Forming a co-operative

requires courage, patience and a vast amount of time spent dealing with bureaucracy. Finance has to be raised. Raw materials must be obtained — control of which is governed by the state. Workers have to be found who are prepared to take the risk of either earning nothing or a lot. Then one must find a market.

From April, co-operatives will be allowed to form trade agreements with Western companies. To ensure that this happens and that the new restrictions are not added to, it is vital that Western companies seek out Soviet co-operatives with which to trade.

This is important for three reasons. First, if Western companies want to trade and not simply entangle themselves in red tape, the co-operatives are the best option. Second, if the co-operative movement is to survive and develop it must expand its markets — both to sell goods and acquire goods to sell in the home market. Third, the co-operative offers the ordinary people of the Soviet Union hope of improving their standard of living, using their initiative and escaping from the dogma of state control.

There is a new breed of man in the Soviet Union today: a radical, educated and committed patriotic entrepreneur. Even I am surprised at the speed and extent of this phenomenon. If the West wants constructive reform in the Soviet Union, then it should not support Mr Gorbachev directly. Instead it should support the independent-thinking part of the civic society which is becoming the main prop for his reforms.

By supporting Mr Gorbachev alone, the West will risk failure of the reforms and only succeed in drowning the reformer.

By supporting the prop on which Mr Gorbachev must rely to survive, the West will help the Soviet President and allow reform to proceed along its natural course.

The author, who has been involved in various dissident activities, is currently editor of a monthly Christian journal, *Vibor (Choices)*, published in the Soviet Union as part of a co-operative venture.

## LETTERS

### Calculated in figures

From Sir Donald MacDougall.

Sir, The Treasury's Autumn Statement, in November 1988, contained a table which showed, *inter alia*, productivity in manufacturing rising by 4% per cent year between 1979 and 1988.

This was compared, quite legitimately, with two earlier periods, both between cyclical peaks: 1964-1973 and 1973-1979.

Since then, estimates of recent levels of employment in manufacturing have been revised upwards, resulting in a downward revision of productivity growth between 1979 and 1988 to 4.2 per cent a year — which makes the comparison with 1964-1973 less favourable.

Could it possibly be for this reason that, in the Financial Statement and Budget Report published on Budget Day (March 14), the corresponding table compares different periods, the last being 1980-1988, which shows manufacturing productivity rising by 5% per cent a year?

This seems to me misleading as an indication of the trend growth rate, because manufacturing productivity was at a trough in 1980, 4 per cent below the 1979 figure.

Donald MacDougall,  
86 Denbigh Street,  
Westminster, SW1

### Restrictive practices at the Bar

From Mr Philip Harris.

Sir, In the course of his attack on the Lord Chancellor's green paper, Lord Alexander welcomed bringing legal services within the ambit of the Restrictive Trade Practices legislation, as the Government proposes in its green paper of March 1988 on that subject.

It is a pity that this vote-face on the part of the Bar has come so late in the day.

My impression is that the legal profession and its supporters bitterly resisted the inclusion of their services within the 1973 Fair Trading Act (see Schedule 4).

I do not know when they changed their minds, but if the problem had been dealt with more gradually under that act, like other services, it might not now need what they complain is precipitate action.

In this connection a further point may not be without pertinence.

To defend such practices requires a formidable burden of justification.

If — as it is argued — the provision of legal services is indeed contrary to the principles of the Restrictive Practices legislation, that these restrictive practices were not contrary to the public interest, have strenuously argued that abolition would have led to higher prices, reduced availability, inadequate services, or other seriously detrimental effects on users and consumers or on the cost of the civil service as we know it.

### Focus on beneficiaries

From Mr John Argenti.

Sir, Mr Lundy suggests (Letters, March 31) that competitions should aim to benefit three different groups of people: employees, shareholders and customers. But if he invokes the "stakeholder theory" in this way, he should logically go on to include all the other categories of a company's stakeholders: suppliers, the local community, the state, the environment and so on.

Theoretical and practical difficulties quickly arise. I am amazed that anyone still believes that it is possible to manage such multi-purpose organisations, where management is called upon to act as a sort of Father Christmas, dishing out benefits without any trade-off rules to show who most get what.

But it is not only company managements whose focus has been clouded by this theory. It

### Gas profits

From Mr Ivan Whitting.

Sir, Lucy Kellaway's article on British Gas (March 30) contained several illustrations of the gap between reality and perception about the performance of the company since privatisation, which we must work harder to close.

She says that results so far have let the City disappointed with profits static at £1bn in the first year as a publicly quoted company. The reality gives quite a different picture.

After adjusting for the massive change in debt structure introduced on privatisation, after profit on a historical cost basis (the basic preferred by City analysts) went up from £277m in 1986 to £281m in 1987 and then to £281m in 1988.

This last figure is the actual outturn in a particularly warm year, which held profits back by about £70m. The strong underlying growth in profitability was reflected in a 23 per cent increase in the dividend in 1988, compared with the 1987 pro-forma dividend of 6.5p as stated in the prospectus.

Such results hardly

justify the "disappointment" — our results in 1986 and 1988 have been significantly higher than City analysts forecasts at the time of privatisation in the autumn of 1986, and those made subsequently.

Ivan Whitting,

British Gas,

12 Grosvenor Road, SW1

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All flights must be taken between 1st April and 30th June 1989. This offer closes 31st July 1989.



# FINANCIAL TIMES

Wednesday April 5 1989



## Bush to visit Europe for Nato celebration



Mr. Manfred Wörner, Nato Secretary General, (left) and General Wolfgang Altenburg, chairman of the military committee, during yesterday's 40th anniversary celebrations

By Our Foreign Staff

PRESIDENT George Bush yesterday announced plans to travel to Europe next month to attend a special meeting of the North Atlantic Treaty Organisation (Nato) celebrating the 40th anniversary of the alliance.

Speaking on the actual anniversary of the treaty, the President also said he would "visit allied leaders in Rome, Bonn and London."

Mr. Bush, who was addressing a group of ambassadors from Nato countries in Washington, said the alliance "not only keeps the peace and freedom of the Atlantic world, it has made possible the common effort to build a more constructive relationship with the East."

By any standard, Nato has been a resounding success."

In another speech marking the anniversary, Mr. Manfred Wörner, the West German Nato Secretary General, said in Brussels that the alliance would increasingly become an instrument of political change, although he stressed that its military rationale would remain, whatever happened in the Soviet Union.

Elaborating new justifications for Nato at a time when many in the West are questioning its future military purpose, the secretary-general said the

alliance would also be needed to "serve as a forum to balance and reconcile different European and American interests, be it in the political or economic field."

Short of the break-up of the Soviet Union, Mr. Wörner suggested, there never would be a time when Western Europe would not need Nato to tie the US into its security and to counter-balance Soviet dominance in Europe and Asia.

"If you look at current (Soviet) intentions, you will not feel reassured," he continued. He told his news conference, he believed President Mikhail Gorbachev "does not want to wage a war" — he is trying to reform his economy and society." But the Soviet military capability was undiminished, and even with Mr. Gorbachev's proposed 10 per cent unilateral defence cuts it would still predominate over

that of Nato.

Mr. Wörner, the first West German to be Secretary General, spelled out a vision of Nato's contributing to "a Europe that is able on the basis of self-determination for all its peoples to overcome its unnatural division and that of Germany."

Leaders of Nato's 16-member countries will hold a belated

40th anniversary summit in Brussels in May when they are expected to define a "comprehensive concept" for arms control and their view of the future political course of East-West relations.

Stressing political change as a theme of Nato's fifth decade, he seemed to have the West as much in mind as the East. In addition to helping reconcile US-European political and economic interests, Nato would be needed "to protect the emergence of a Western European identity and to serve as a platform for re-apportioning security roles and risks between the US and Western Europe, he predicted.

Touching on the sensitive issue of Western Europe developing further a specifically defence identity, Mr. Wörner described the nine-member Western European Union (WEU) as an "apt" vehicle for this, on two conditions: WEU must remain open to accepting other European members of Nato, and open to working with the Nato framework in general.

However, the Nato secretary general explicitly rejected recent suggestions in the US that the West attempt to regulate the pace of change in Eastern Europe.

If Consolidated Gold Fields

promised the same ingenuity in running its businesses as in fighting its corner, it might deserve a second chance to prove itself.

Given that Minorco already holds close to 30 per cent of its equity, Gold Fields is in the tricky position of having to prove that its shares will not collapse if Minorco walks away, while being bought on the cheap. So far, it is doing rather well.

But there is just a slight worry that the management may be getting rather carried away with its own propaganda, and has now set its heart on maintaining independence at all costs.

There are no surprises in the proposed 25 per cent dividend increase or the 30p earnings per share forecast. But what transforms an otherwise pedestrian defence document is the finely disguised 3-year forecast of 20 per cent annual growth in earnings per share. If this is not met, Gold Fields will start breaking up the company, presumably in much the same way as Minorco now plans.

It would have been preferable if Gold Fields had pegged its growth target to dividends rather than earnings, and had issued the special preferred shares now. But it is a measure of the pressure that Gold Fields is now under that it has to make this sort of commitment covering a period which is likely to include some kind of recession.

Whatever Gold Fields may say, this last play is little more than a bargaining counter. It has helped underpin the shares near current levels, but there is no overwhelming reason why shareholders should turn down an offer from Minorco of 215 plus say, for the sake of a possible 26 dividend at some future stage. An exit multiple of 14 times next year's earnings is not generous, but then Gold Fields is not RTZ.

Lonrho

Regardless of what the public now knows or guesses about the House of Fraser report, there is an aspect of the affair which has been around since long before the report surfaced. Lonrho has always alleged that the money used to buy House of Fraser was not the Fayed's own. The Fayed's, while consistently denying this, have also argued that the financial transactions of private citizens are their own affair. The cheque did not bounce, so what does it matter?

The answer falls into two parts. It seems deducible that at the time HoF was taken over, the UK authorities regarded gearing as relevant to competition policy. The first bid to be referred on grounds of leverage was Elders' for Allied Lyons, just nine months after the Fayed's bought HoF. It seems equally deducible that the Fayed's assertion that they were using their own money

was material to the decision not to refer.

The second point relates to beneficial ownership. If, in such a transaction, the funds used belonged to someone else, it might not be clear at the point of completion who had title to the assets being bought or, if the funds were a loan attached to assets, who would have title in the event of default. The identity of any such third party could obviously be relevant in competition terms; one imagines the upshot, for instance, if someone else had acted as a front for the KIO in building up its stake in RTZ.

On the other hand, it seems clear that whatever the DTI report contains, its publication could not in itself affect the ownership of House of Fraser. The only body which could order divestment appears to be the Monopolies Commission; and Lord Young's decision last November not to refer the deal to the MMC was taken in full knowledge of the report's findings. But if wrongdoing is in fact proven, no doubt Lonrho and its advisers will be busily considering any remedies open to them under the law.

CGE/GEC

The various bits of the CGE empire have an irritating habit of fading into one another. But for simplicity's sake, yesterday's deal between GEC and CGEE-Alsthom can be treated separately from the joint venture with Alsthom, the latter's sound-alike sibling, completed only days ago. With the help of over \$1bn in sales from its new partner, GEC's automation business will have a chance to achieve critical mass, while the two together should have scope for significant rationalisation. And it is hard to quarrel with terms which involve GEC contributing around a tenth of the sales of the new company in return for very nearly a quarter of its equity.

But if GEC's shareholders find it difficult to keep the various French partners straight in their minds, CGE itself seems out to clarify its imperial image by absorbing both Alsthom and Financière Alcatel. That should ensure that when one or the other clinches a big deal, it is the CGE share price which benefits rather than those of the quoted subsidiaries. With CGE on a scarcely warranted 10 per cent discount to the French market, that cannot be bad for its shareholders.

## Diplomats seek UN ceasefire in Namibia

By Anthony Robinson

in Windhoek

SENIOR United Nations officials yesterday made their first visit to the battleground in northern Namibia for talks with South African field commanders as diplomats in Africa and other capitals sought to reach a UN-monitored ceasefire in the territory.

More than 160 people have died in the past four days in fighting across northern Namibia between South African security forces and guerrillas of the Southwest African People's Organization (Swapo).

Cuban human rights activists calling for Soviet-style reform of the Cuban political and economic system was arrested yesterday soon before the scheduled signing of the treaty.

The Soviet leader said at the UN General Assembly last December that the USSR was prepared to write-off or declare a moratorium on the debt that the underdeveloped countries had with the Soviet Union.

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## INSIDE

## Buying a ticket for the Orient express



It has successfully digested Celanese, a \$2.65bn purchase in the US. Now Hoechst of West Germany, the world's biggest chemicals group, is casting covetous eyes at southeast Asia as it plans the next expansion of its fibre interests. It has not decided whether this growth will be by acquisition, joint venture or start-up. But an announcement is likely within a few months. Page 24

**WH Smith seeks rest of Mollinaire**  
WH Smith, the UK retail and distribution group, is considering making an offer for the 49 per cent it does not already own in Mollinaire. Visions, the film and video production company. Ray Baskford reports. Page 30

## Law and order in US markets



Several regulatory proposals recently published by the US Securities and Exchange Commission should, if adopted, ease dealings between non-US securities firms and US investors. At the same time, however, recently enacted insider trading legislation could expose foreign companies whose securities are traded in the US, as well as foreign securities firms dealing in securities traded in the US, to significantly greater liability. Page 29

**Out of the frying pan...**  
Tensions have been running high in the world-edible oils market in recent years, as the pressures of stiff competition have become increasingly overlaid with political problems. So when trade representatives met in Portugal last week the distortion of markets by production subsidies and trade discrimination was the subject of some fairly heated exchanges, as David Blackwell reports. Page 24

## Viennese waltz to an investment quick step



The sun shone in the Tyrol and enthusiasm ran rampant in the little Austrian bourse last month. What developed was a classic imbalance of demand and supply, with too many buyers chasing too few stocks. And while the big battles of the stock market of the world struggled to turn in unremarkable performances, Austria jumped by a spectacular 33 per cent, writes Hilary de Boer. Page 48

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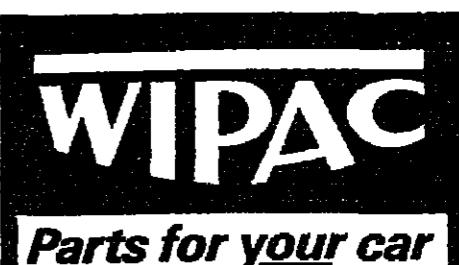
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IN Holding	24	WH Smith
Johnston Group	24	Wickes Companies
	24	Xiamen Int'l Bank

## Chief price changes yesterday

	FRANKFURT (DM)			PARIS (FF)		
Basf	511	+ 1	512	100	+ 1	101
Deutsche	171	+ 1	172	100	+ 1	101
Deutsche	273.5	+ 1	274.5	100	+ 1	101
Men	225	+ 1	226	100	+ 1	101
Falls	225	- 1	224	100	- 1	99
Marles	226.5	- 1	225	100	- 1	99
Thyssen	227.2	- 1	226	100	- 1	99
Willy	221	- 1	220	100	- 1	99
<b>NEW YORK (\$)</b>						
Basf	414	+ 1	415	100	+ 1	101
PACIFIC	220	+ 1	221	100	+ 1	101
Prudential	220	+ 1	221	100	+ 1	101
Reliance	222	+ 1	223	100	+ 1	101
Lehman	47.4	- 1	47	100	- 1	99
Sandford Data	133	+ 1	134	100	+ 1	101
Tandem Comp.	124	+ 1	125	100	+ 1	101
Whirlpool	27.4	- 1	27	100	- 1	99
<b>LONDON (Pence)</b>						
Basf	100	+ 1	101	100	+ 1	101
African Paints	134	+ 1	135	100	+ 1	101
Deutsche	222	+ 1	223	100	+ 1	101
Gardiner Grp.	56	+ 1	57	100	+ 1	101
Gen. Accredit	95	+ 1	96	100	+ 1	101
Laporte Inds	140	+ 1	141	100	+ 1	101
Lax Services	278	+ 1	279	100	+ 1	101
Lucas Inds	61	+ 1	62	100	+ 1	101
Marles Inds	700	+ 1	701	100	+ 1	101
Reppon	892	+ 1	893	100	+ 1	101
RMC	222	+ 1	223	100	+ 1	101
Roworth Tint	538	+ 1	539	100	+ 1	101

FINANCIAL TIMES  
COMPANIES & MARKETS

Wednesday April 5 1989



## Gold Fields fights bid with 'performance pledge'

By Kenneth Gooding, Mining Correspondent, in London

**CONSOLIDATED Gold Fields**, the UK diversified mining group, yesterday produced what it called "a unique performance pledge" as it fired the last financial broadside in its battle to fight off the \$3.2bn (£5.4bn) hostile bid by Minorco, the South African-controlled investment company.

In order to illustrate the long-term potential of the group, Gold Fields - provided it is not taken over - will issue special preferred shares which guarantee that cumulative earnings per share will total 400p (before sales of operations) over the next three years, implying an average annual compound growth of over 20 per cent.

Mr Rudolph Agnew, Gold Fields' chairman, claimed that the scheme was being used for the first time in UK corporate history - and possibly in the world. "It is a tough proposal that will make high-quality assets and competent, professional managers sweat even more

for the benefit of shareholders," he suggested.

Predictably, the scheme was dismissed by Minorco as "an elaborately constructed device" and "no more than an illusion."

Mr Roger Philimore, Minorco's managing director, said: "It represents a desperate plea to shareholders to prolong the status quo for a further three years at shareholders' risk."

This proposal, which does not amount to any sort of guarantee, would not have been aired if the Gold Fields' board was confident that shareholders would consider that its earnings target as credible," he added.

Analysts suggested that the

performance pledge, although an imaginative idea with an attainable target, added nothing to the value of the Gold Fields' shares.

Neither were they surprised by the forecasts produced by Gold Fields yesterday. The company predicted its operating profit before sales of operations, for 1988-89 would rise by at least 25 per cent to not less than £235m and the dividend would be lifted by 25 per cent to 40p net a share.

Gold Fields' earnings per share before sales of operations were forecast to be not less than 50p up 42 per cent.

Sir Michael Edwards, Minorco's chairman, said he was "disappointed but not surprised"

In line with other analysts, he suggested that any new offer would have to be above £15 a share and probably at least £15.50 to make any impact.

Minorco will hold a board meeting in Luxembourg on Friday to consider its position.

The company yesterday submitted further written evidence to the New York judge who has imposed an injunction which effectively stops Minorco buying any more Gold Fields shares and adding to its existing near-30 per cent stake. But there is no guarantee that the judge will deliver his verdict before the final closing date of the offer on April 25.

Lex, Page 22

## A moving target that would be hard to hit

Anatole Kaletsky looks at Lockheed's restructuring

"For years Lockheed stock has been Wall Street's headline story - up and down for no particular reason, and it looks like it will continue to provide grist for the rumour mills for some time to come."

This was how Mr Wolfgang Demisch, aerospace analyst at UBS Securities, characterised the restructuring announced yesterday by the sixth-largest US defence contractor.

Lockheed's new plans were announced less than 24 hours after the disclosure that Mr Harold Simmons, one of America's leading corporate raiders, had acquired 6.8 per cent of its stock. But, for once, Wall Street seemed to accept the company's story: that its proposals to sell businesses, reorganise divisions and start an employee stock ownership programme were reasonable strategic decisions, and not just panic reactions to a possible takeover.

Given that "black" or secret programmes, which cannot be described by the company or even mentioned in the Pentagon's own budgets, may account for as much as 40 per cent of Lockheed's total sales, that kind of threat alone would probably be sufficient to deter any conventional hostile bid for Lockheed, though not perhaps a greenmail-oriented corporate raid.

The fact is that Lockheed - having been rescued from near-bankruptcy in 1981 by an unprecedented Federal government bailout, and having abandoned its unprofitable civilian aircraft business in the early 1980s - is now virtually an arm of the US Defence Department. Last year, 86 per cent of its \$10.5bn sales revenues came from the US Government, with another 6 per cent from foreign governments.

Why does Wall Street continue to thrive on rumours of a possible Lockheed takeover? And why did Mr Simmons, a man not known either for his patience or for his interest in small minority investments, spend \$150m acquiring his strategic stake?

The most obvious reason is the hope that Lockheed might be taken over for anything up to \$70 a share in an agreed merger with another US high-technology firm, Boeing and Ford head the list of

possible partners. However, it may simply be that Lockheed has been under-valued by the market.

Even after the 25 per cent decline in per-share earnings which Mr Daniel Telleg, the company's chairman, forecast yesterday, the company's price-earnings ratio would come to less than nine. This is a significant discount on the 10-plus p/e of other defence aerospace firms such as Northrop and Grumman, to say nothing of 12 enjoyed by Boeing, the glamour stock of the aerospace industry because of its reliance on civilian, rather than military, work.

Lockheed's under-performance can be explained in part by widely-publicised concerns about its future workload, with the end of the C-5B military air transport programme this year. The C-5B, which was the single biggest military procurement in US history, contributed \$1.9bn to Lockheed's sales in 1987 and \$1bn in 1988. The orders ended this year with a mere drizzle of \$100m.

Lockheed's main hopes for replacing the C-5B orders have seemingly rested with the Advanced Tactical Fighter (ATF), a high-technology aircraft with projected sales of \$45bn - or even \$55bn - if the US Navy as well as the Air Force decided to make it the mainstay of its fighter fleet.

However, the risks in the ATF are legion. Not only is Lockheed's design still theoretically in competition with another version being developed by a consortium led by McDonnell Douglas, but there is great uncertainty about the future of the whole programme in the current atmosphere of budgetary stringency on Capitol Hill. These doubts have added to Lockheed's lowly valuation in the stock market.

What Mr Simmons and other boosters of the stock may have decided, however, is that the ATF is not nearly as important to Lockheed's future as is widely believed.

According to Mr Demisch of UBS, 1989 is likely to represent the low point in the company's earnings cycle, regardless of the choice of the ATF. Future profits are solidly supported, he believes, by the rapidly expanding Trident Two submarine-launched missile programme, in which Lockheed is the prime contractor.

Indeed, Lockheed is now much more of a missile and space company than an aircraft maker. In 1988, space accounted for 36 per cent of revenues and missiles for 16 per cent. In future these

should seem likely to grow rapidly.

Meanwhile, in the aircraft business, Lockheed hopes to cash in on the boom in civilian orders and hedge its exposure to the military spending cycle, by becoming a major subcontractor to Boeing and McDonnell Douglas.

In the shorter term, shareholders have other benefits to look forward

## INTERNATIONAL COMPANIES AND FINANCE

**Lower gold price hits GFSA mines**

By Jim Jones in Johannesburg

LOWER rand-denominated gold prices sharply reduced revenues and profits at the poorer mines managed by Gold Fields of South Africa (GFSA), the local affiliate of the UK's Consolidated Gold Fields.

As capital expenditures exceed tax profits, four of the group's mines generated negative cash flows. But in Johannesburg yesterday Mr Alan Wright, a director of GFSA, said this was not a matter for concern as the group's policy was to retain profits to finance capital programmes during lean periods.

Unit working costs rose by 2.1 per cent to R16.58 (\$49.42) a tonne milled but are expected to be pushed higher this quarter and next as midyear wage increases are awarded. White miners have already placed their claims with Chamber of Mines negotiators and the all-black National Union of Mineworkers (NUM) will start nego-

GFSA GOLD QUARTERLYS									
	Gold produced		After-tax profit		Earnings per share (cents)		Mar 88	Dec 88	Mar 89
	(kg)	(Rm)	(Rm)	(Rm)	(cents)	(cents)			
Deelkraal	2,633	2,633	40.8	44.8	26.0	24.1			
Doomontain	1,950	1,922	4.7	7.5	3.0	2.7			
Wit Cott	14,500	15,177	152.9	141.1	50.5	45.5			
Kloof	1,268	7,242	2.7	12.3	21.5	22.6			
Liberon	1,784	1,827	6.1	11.2	(0.7)	10.3			
Venterspost	1,560	1,451	2.7	4.9	(7.4)	(18.2)			
Vlakfontein	257	257	(0.3)	0.7	(5.1)	3.2			

(cents) per share calculated after tax and capital expenditure. Parentheses = negative

tiations next month.

The NUM has professed itself unimpressed by industry statements that large percentage increases cannot be paid while gold prices remain weak.

Venterspost, which has embarked on an expansion programme beyond its eastern boundary, had been expected to announce a rights issue to raise finance. However, the issue has been deferred until

stock market conditions are more appropriate, Mr Wright said.

He added that the mine had sufficient cash to finance the expansion until July or August and that alternative means of raising capital were being examined.

Liberon, which is next door to Venterspost, was affected by a small gold recovery grade drop to 4.1 grams per tonne

(g/t). Vlakfontein, which reprocesses old mine residue dumps and is establishing a small underground mine, operated at a loss during the quarter.

Kloof, the highest grade producer in the group, suffered a grade decline to 11.6 g/t which Mr Wright said was an unavoidable consequence of long-wall mining methods.

The neighbouring Driefontein Consolidated, which is the group's largest mine, suffered a grade decline at its east sec-

tion. GFSA has calculated tax according to a new formula announced in the March budget which led to an appreciable tax saving at Driefontein.

The gold recovery grade was maintained at Deelkraal though Mr Wright had again warned it is likely to slip from its present 6.5 g/t in the near future and that an average of 6 g/t is more realistically to be expected.

**KLM holds parcel talks with TNT**

By Our Financial Staff

KLM Royal Dutch Airlines, the Dutch flag carrier, said yesterday it is in talks over the future of its XX Systems VOF express parcel delivery subsidiary with TNT, the Australian transport group.

KLM, 39.9 per cent owned by the state, declined to provide details. But it noted that there were a range of possibilities. These included partial or complete sale of the wholly-owned XX subsidiary, as well as turning it into a joint venture or spin-off it as an independent operator. KLM said the situation would become clearer in about a week.

TNT has been expanding aggressively its express parcel delivery operations over the last couple of years.

Such a strategy is in line with the evolution in Europe of the new breed of transport groups, which are developing the new so-called "logistics services" industry, in which big transport companies such as Nedlloyd of the Netherlands have been building integrated land, sea and air transport capabilities.

**Hoechst to expand fibre side**

By Alice Rawsthorn in Frankfurt

HOECHST, the West German company which is the world's biggest chemicals group, plans to expand its fibre interests into south-east Asia.

Two years ago, Hoechst moved into the US fibres market by buying Celanese for \$2.85bn. The integration of Celanese is now completed. Dr G黷ter Metz, deputy chairman of Hoechst and head of its fibre division, said yesterday that the group is now considering ways of diversifying within fibres in south-east Asia.

Hoechst is already involved in a joint venture to build a \$50m cigarette tow plant in China. Its first fibre production facility in south-east Asia. The plant should come on stream by the beginning of next year.

The group now plans to expand further within south-east Asia within the technical fibre field. Dr Metz said it had not yet decided whether to do so by acquisition, joint venture or start-up.

Hoechst is one of the world's biggest fibre producers with a dominant position in the international polyester market. It is also a leading player in acrylic and viscose fibres.

Fibres is the second biggest area of activity within Hoechst group. The fibre division made



G黷ter Metz: 'adaptation and adjustment' in the European acrylic market

sales of DM6.3bn (\$3.35bn) in 1988 - out of overall sales of DM41bn - an increase of 9 per cent over the previous year.

The level of profit from fibres was static, however, chiefly because of a rapid rise in raw material prices which Hoechst was unable to pass on to its customers.

Dr Metz said that fibre sales had continued to increase so far in 1988, rising by an estimated 20 per cent in the first quarter of the year.

**Accor lifts operating net by 40% to FF470m**

By George Graham in Paris

SAIPEM, the oil industry services unit of Italy's state energy concern Ente Nazionale Idrocarburi (ENI), lifted consolidated net profit by 5 per cent to FF469.5m (\$73.9m) in 1988, from FF357.6m a year earlier.

Group sales rose to FF4,122m from FF3,238m in 1987. Mr Gianni Dell'Orto, chairman,

said the board had decided to omit payment of a common stock dividend so that most of the profits can be reinvested in the business.

An unchanged dividend of 6.80 a share will be paid only to holders of savings shares. Last year, owners of common stock received a dividend of 1.50 a share.

M. Dell'Orto said that 1988 was marked by low crude oil prices and persistent uncertainty in the oil market in general, which in turn, influenced negatively the level of capital investments by oil companies. This scenario was not likely to change much in 1989.

To protect itself against the highly cyclical nature of the oil industry, Sipem plans to diversify into other sectors.

The number of users of Accor's vouchers increased 23.5 per cent to 616,000, while the number of vouchers issued rose by a third to 877m in 12 countries.

The group operates hotel chains such as Novotel, Sofitel, Ibis and Formula 1, in addition to restaurant chains such as L'Arche and Churrasco, and collective catering services.

The French Bourne said Mr Carlo De Benedetti's Cerus holding company has raised its share swap offer in the proposed merger with Dumetelle, the French investment bank. Reuter reports from Paris.

The Bourne said the offer now stood at 27 Cerus shares for every 10 shares in Dumetelle, with no cash al-

ment.

The original offer consisted of five Cerus shares plus 40 francs for every two Dumetelle shares. Dumetelle's small shareholders, who control 53 per cent of the bank, had rejected the earlier deal.

The operating profit of the insurance business increased from FF340m to FF512m and accounted for the bulk of group operating profits, which were up from FF340m to FF516m.

Group capital gains increased from FF162m to FF416m, with unchanged accounting principles, and to FF51m with the new princi-

**SaipeM decides to omit dividend on its common stock**

By Our Financial Staff

particular in the public infrastructure construction business, added Mr Dell'Orto.

Sipem was exploring different roads to diversification, including collaboration pacts, acquisitions and joint ventures, also with foreign partners.

The company was close to acquiring 55 per cent of Martini's construction arm, Mr Dell'Orto said. An accord should be concluded in a few weeks.

Martini, part of state industrial group Iri, has annual turnover of around £80m.

• Einaudi-Cordieris Delta Seta (RCS), Italy's second largest publishing group, yesterday reported that its net profit rose 25 per cent to £5.1bn in 1988, from £1.7bn a year earlier.

Operating profits are ex-

pected to be at least as much as in 1988, but net earnings will be lower, as extraordinary income will fall.

The J. Lauritzens Shipping Co

operates one of the world's two biggest fleets of refrigerated cargo vessels, as well as bulk carriers and offshore drilling rigs. The results of the shipping operations this year are expected to be on a level with last year or better.

**J Lauritzens returns to profitability with \$43.5m**

By Hilary Barnes

DENMARK'S J. Lauritzens shipping, shipbuilding and manufacturing group, bounced back from a DKr64m operating loss in 1987 to make profits of DKr31m (\$43.5m) last year.

Net earnings, including extraordinary income, increased from DKr30m to DKr47m in 1988. Mr Dell'Orto said. An accord should be concluded in a few weeks.

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IN Holding in JP Morgan link

By Alan Friedman in Milan

IN HOLDING, the Benetton family's financial services and investment banking arm, said it had hired J.P. Morgan Investment Management as advisory agent for one of its international mutual funds.

Morgan is to provide IN Holding with data on international equity markets, current and sector analysis for IN Capital Equity, the mutual fund that is aiming to channel Italian investment to foreign stock markets.

Operating profits are expected to improve further in 1989 when the group will continue to assign higher priority to profitability than expansion. An increase in the dividend from 7 to 8 per cent was proposed.

The operating profit of the insurance business increased from FF4.36bn to FF4.51bn last year, and net profits represented a return on equity of 12 per cent compared with 8 per cent in 1987. Earnings per share were up from FF7.1 to FF8.6.

Group equity capital increased from FF4.25bn to FF4.51bn last year, and net profits represented a return on equity of 12 per cent compared with 8 per cent in 1987. Earnings per share were up from FF7.1 to FF8.6.

Gross premium income was down slightly from FF4.94bn to FF4.85bn, the result of the divestment of the reinsurance business.

This announcement appears as a matter of record only

BANCA NAZIONALE DEL LAVORO

Sezione Autonoma di Credito Fondiario

BANCO DI NAPOLI

Sezione di Credito Agrario

CASSA DI RISPARMIO DELLE PROVINCIE LOMBARDE (CARIPLO)

Sezione di Credito Agrario

ISTITUTO BANCARIO SAN PAOLO DI TORINO

Sezione Credito Agrario

Lit 400,000,000,000 equivalent

Eurocurrency Loan Facility

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BANCO DI NAPOLI INTERNATIONAL S.A.

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CAISSE D'EPARGNE DE L'ETAT DU

**C&C** Computers and Communications

# Which One Is NEC?

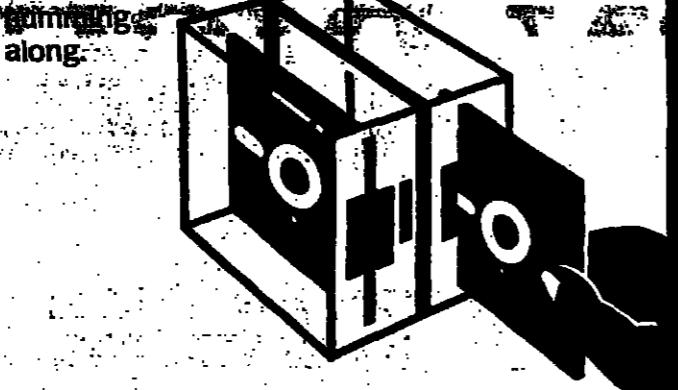
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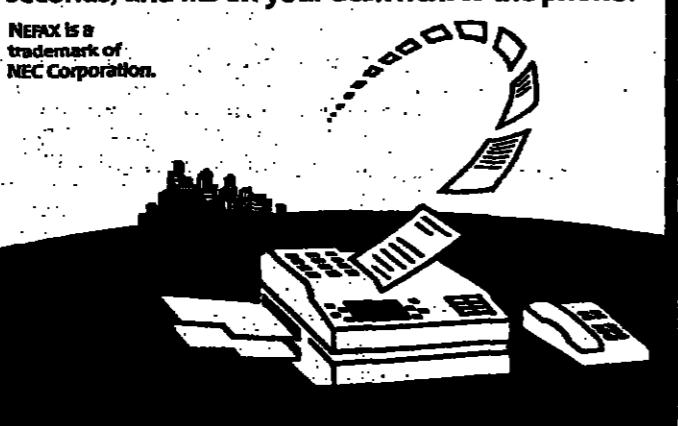
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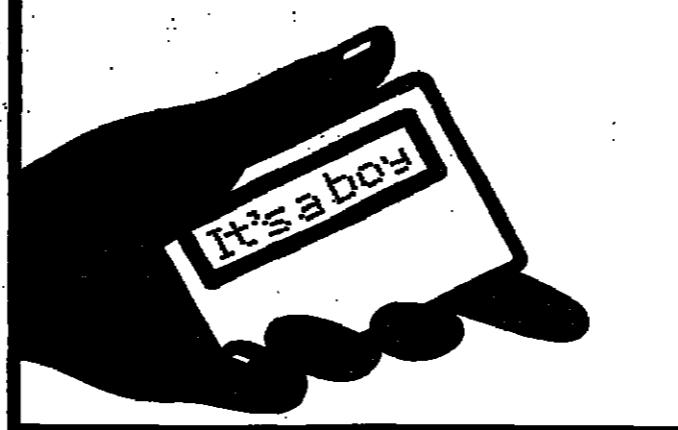
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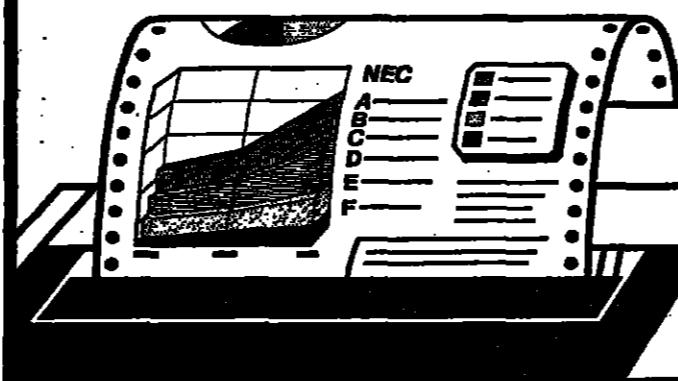
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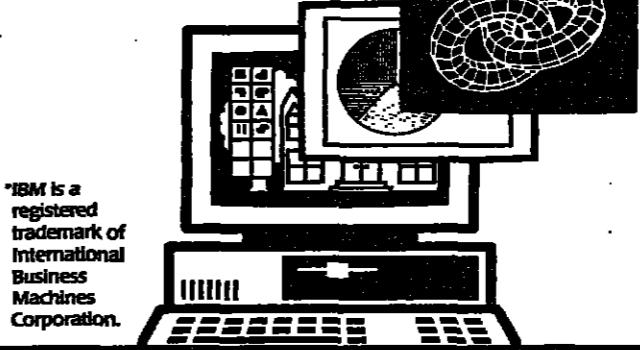
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Surprise! NEC is one of the world's largest manufacturers of computers and communications equipment. And because we are committed to seeing society benefit from the integration of these C&C technologies, the advances pioneered by NEC in all fields of technology touch your life every day. Which one is NEC? Now you know; we're all of them. And that's only the beginning. Because in the world of C&C, there's more to NEC.

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# NEC

**REPUBLIC OF ICELAND £2,000,000  
8½ PER CENT STERLING LOAN 1983/92**

HAMBROS BANK LIMITED hereby give notice that in accordance with the terms and conditions of the above loan, the redemption for 1st June 1989 has been effected by the drawing of the aforementioned bonds amounting to £100,000 (nominal). The outstanding balance after the 1st June 1989 redemption will be £300,000 (nominal).

The Drawn Bonds may be presented to Hambros Bank Limited, 41 Tower Hill, London EC3N 4HA, or to the other Paying Agent named on the Bonds surrendered should have attached all unmatured coupons appertaining thereto. Coupon due 1st June 1989 should be detached and collected in the usual manner.

For payment in London, Bonds will be received on any business day and must be left three clear business days for cancellation.

11/92	11/74	11/77	11/78	11/85	11/88	11/90	11/91	11/92	11/93	11/95	11/97	11/99
<b>Bonds of £1,000</b>												
10001	10004	10006	10011	10015	10016	10040	10041	10044	10072	10073	10090	10097
10002	10005	10009	10012	10017	10020	10024	10025	10026	10027	10028	10031	10041
10003	10008	10010	10013	10018	10021	10023	10027	10028	10029	10030	10032	10042
10004	10007	10014	10016	10019	10022	10026	10027	10028	10029	10030	10033	10043
10005	10009	10011	10013	10016	10018	10020	10021	10022	10023	10024	10026	10036
10006	10007	10009	10010	10011	10012	10013	10014	10015	10016	10017	10018	10019
10007	10008	10009	10010	10011	10012	10013	10014	10015	10016	10017	10018	10019
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## INTERNATIONAL COMPANIES AND FINANCE

# Santos profits sharply hit by Peko Oil writedown

By Our Financial Staff

**SANTOS**, the leading onshore Australian oil and gas producer, showed a deep erosion of its profitability last year, which it blamed on the appreciation of the local dollar as well as lower product prices for liquids.

Net profits from operations were cut by nearly a fifth to A\$100.1m (US\$82.6m) from A\$125.0m - and were almost entirely eliminated by a A\$97.5m extraordinary debit. Only A\$7.5m was charged in this way for 1987, leaving the bottom-line result down 98.1 per cent at a negligible A\$2.2m.

The main extraordinary item was an A\$81.5m writedown of its investment in Peko Oil, representing the excess over revalued net tangible assets for the acquisition, made during the

A\$100.1m (US\$82.6m) purchase doubled oil reserves for Santos and took it into large-scale production offshore.

It brought the group's overall interest in the Timor Sea field to almost 20 per cent. The company said in Adelaide yesterday that benefits would be felt from 1989 as oil production from existing discoveries was brought on stream.

The outlook for increasing oil production combined with continued cost control augured well for the future," it said.

For last year, meanwhile, sales fell 17.8 per cent to A\$436.1m and other income was also down at A\$68.6m compared with A\$76.5m.

Average crude oil prices fell by a third in Australian dollar terms in 1988, but Santos added

that the first quarter of the current year had reversed this trend.

Its natural gas business, which accounted for about 40 per cent of 1988 sales partly offset the effect of lower liquid prices due to a 7.7 per cent price rise, Santos said. Also of note was a lower tax bill of A\$63.6m against A\$65.3m.

The company is paying a final dividend of 10 cents, fully franked for local tax purposes, maintaining the year's total payout at 15 cents. This was drawn from net earnings per share, before the extraordinary deductions, of 31 cents against 41.3 cents.

Issued equity has also grown over the year to 329.7m shares from 270.2m.

This was despite a rise in sales revenue to \$31.6m from 26.7m kina.

The year's production amounted to 196,360 tonnes of concentrate containing 52,688 tonnes of copper and 381,360 oz of gold, and a further 186,770 oz of gold in bullion.

The mine is located atop Mt Fabian in the forest-clad Star Mountains near Papua New Guinea's remote border with Indonesia.

Copper concentrate from treatment facilities near the summit is sent by a 135km shrewy pipeline to a port high up the Fly River, where it is dried and barged a further 500 odd km downriver to a floating offshore terminal.

Mr Kevan Gosper, chairman of the wholly-owned subsidiary of Royal Dutch/Shell, said an 81 per cent rise in profits over 1987, despite a 5 per cent fall in operating revenues to A\$2.15m as a result of lower crude oil prices.

All business sectors made a profit for the first time since 1980. The biggest single factor behind the improvement, however, was the cut in the Australian corporate tax rate from 49 per cent to 38 per cent, which produced an extraordinary gain of A\$77m.

As in 1987, the biggest operational contribution to profit

came from the downstream oil business - at A\$121m it was 75 per cent up on the previous year.

Higher sales volumes overcame the impact of lower prices, intense competition and an industrial dispute, all of which squeezed margins and reduced market share.

The metals business produced its best-ever result, contributing a A\$65.6m profit up from A\$56.2m - on doubled sales of A\$160m.

These figures reflected the first full-year contribution from the large Boddington gold mine and higher alumina prices for the output of the Worley project.

The chemicals division also produced a record result, contributing A\$53m in profit against A\$14.4m in 1987, on improved revenues of A\$245m.

Mr Kevan Gosper, chairman,

said both divisions showed how businesses could be turned into profit-making enterprises.

The group's expenditure on capital items, exploration and investment amounted to A\$696m in 1988, up from A\$515m the previous year, and Mr Gosper confirmed that capital spending over the next five years would average A\$600m a year.

He warned, however, that the group's returns meant it was still not generating enough cash to fund such a programme. As a result, borrowings would have to increase, which would add to the interest bill.

"Improving the rates of return from every business sector remains, therefore, the principal challenge facing Shell Australia, as we enter the 1990s," he said.

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of the local stock market in 1984, is to take full control of Orbital Engine Company, previously a joint venture with BHP. In return for this and for an unwinding of loan arrangements, BHP will receive a 35 per cent stake in Sarich's expanded capital.

It has agreed to retain its holding of 50.5m shares for at least a year, but can then

reduce the stake to 25 per cent. By 1993 it will be free to sell a final 15 per cent.

Shares in Sarich fell 8 cents yesterday to A\$1.50, valuing the holding at some A\$141.4m (US\$115.8m).

Sarich has found it difficult to secure a large-scale commercial role for its engine, although Ford holds a manufacturing licence.

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produced a record result, contributing a A\$53m in profit against A\$14.4m in 1987, on improved revenues of A\$245m.

Mr Kevan Gosper, chairman,

said both divisions showed how businesses could be turned into profit-making enterprises.

The group's expenditure on capital items, exploration and investment amounted to A\$696m in 1988, up from A\$515m the previous year, and Mr Gosper confirmed that capital spending over the next five years would average A\$600m a year.



## INTERNATIONAL CAPITAL MARKETS

## GOVERNMENT BONDS

**Cash outstrips long bonds over 1989 first quarter**

By Katharine Campbell in London and Janet Bush in New York

ANYONE IN need of explanations as to the widespread lethargy of bond markets in the first quarter of this year can turn to a recent report by Midland Montagu, which reveals that cash has outperformed the 10-year bond in each major market.

In domestic currency terms, 10-year UK gilt-edged securities returned 3.1 per cent in the first three months of this year, a better return than any of the others, which mostly produced negative returns.

Returns on US Treasuries were 1.1 per cent over the quarter. Three-month cash in the UK and the US yielded 3.3 per cent and 2.3 per cent respectively.

The unexpected strength of the dollar meant that no foreign bond market (among those surveyed) yielded positive returns for the US investor. A hapless American investor with Swiss bonds in his

portfolio would be facing a 14 per cent decline in the value of his holdings in dollar terms. This picture is, of course, entirely to be expected where most yield curves are inverted, or at best very flat.

US TREASURY bonds rose yesterday as the dollar hovered above the lows reached after a statement by Mr Pierre Bérégovoy, French Economics Minister, that the Group of Seven had not wanted the dollar to move higher.

In late trading, prices were quoted as much as 3/8 point higher in short maturities and stood about 3/8 point higher at the long end of the market. The Treasury's benchmark long bond rose 3/8 point for a yield of 9.01 per cent.

With no important economic releases until Friday's March employment and wages fig-

BENCHMARK GOVERNMENT BONDS								
	Coupon	Date	Price	Change	Yield	Week ago	Month ago	Year ago
UK GILTS	12.600	9/62	107.11	+4.5/2	10.19	10.78	10.55	
	9/750	1/86	97.15	+4.5/2	10.19	10.10	9.98	
	9.000	10/88	97.25	+2.5/2	9.24	9.14	9.05	
US TREASURY *	8.575	2/89	98.08	+1.5/2	9.16	9.45	9.34	
	8.575	9/89	98.15	+1.5/2	9.01	9.22	9.15	
JAPAN No 111	4.500	5/88	95.5229	-0.10	5.18	5.14	5.12	
	5.700	3/87	106.5244	+2.5/2	5.01	5.05	4.98	
GERMANY	8.575	1/88	98.1250	+0.200	6.88	6.98	6.95	
FRANCE STAN DAT	8.500	1/84	98.1947	+0.020	6.07	6.18	6.03	
	8.125	5/86	94.6200	-0.100	6.94	6.03	8.17	
CANADA *	10.250	1/88	98.3750	+0.250	10.45	10.69	10.48	
NETHERLANDS	6.7500	10/88	98.3750	+0.300	7.08	7.13	7.18	
AUSTRALIA	12.0000	7/89	90.5542	+0.103	13.72	13.58	13.59	
London closing, * denotes New York closing Yields Local market standard								
Prices: US, UK in 32nds, others in decimal								
Technical Data/ATLAS Price Source								

on raising interest rates if the dollar did not rise.

Price gains also came against a background of rising oil prices. Crude futures for May delivery were quoted 49 cents higher at \$20.44 a barrel in afternoon trading on the New York Mercantile Exchange.

which is not expected to produce an official rate rise, will include the release of the Bundesbank's 1988 profits, expected to exceed DM10bn (\$4.1bn).

As most of this money is transferred to the Government to reduce funding requirements, it will have an expansionary effect on money market funds.

THE announcement of two US-style repurchase agreements knocked a good 10 pence off an otherwise firm German bond market.

Traders had been hoping for at least one franchise to be issued at a fixed rate, which would have been seen as signalling stable short-term interest rates. However, some bankers cautioned against reading too much into the central bank's move.

Tomorrow's council meeting.

**Appeal for informal sterling issue queue**

By Norma Cohen

THE British Merchant Banking and Securities Houses Association has asked the Bank of England to consider running a queuing system for new equity and debt issues on an informal basis, now that the formal new issues queuing system has been abolished.

Formerly, all underwriters of sterling issues had to obtain timing consent from the Bank prior to launching a new deal. The Bank had thus been able to avoid scheduling a simultaneous rush of issues that would compete for investor attention.

The abolition of the queuing system for sterling issues, which has existed since the 1950s, was abolished by Mr Nigel Lawson, the Chancellor, in his Budget on March 14. It was one of several reforms aimed at relaxing restrictions that inhibited the issuance of sterling instruments.

"It is really rather a shame that the help you used to get from the Bank of England by being forewarned about other issues is no longer available," Mr Robin Hutton, director general of the association, said in explaining why the group sought to undo a recent measure of reform. He added that the BMSA would oppose reinstatement of mandatory timing consent.

For its part, the Bank is believed to be largely unwilling to resume responsibilities for scheduling sterling issues, viewing it as the market's responsibility to run such a system if it feels it is desirable.

Mr Hutton explained that the Bank had been approached as the most logical candidate to run a voluntary queuing system because it already had the expertise and because it was seen as an impartial observer.

**Indosuez to acquire OMF stake as Matif feud ends**

By George Graham in Paris

ACTIVITY EXPANDED on the Eurobond new issue market yesterday, with a series of US dollar deals relying heavily on Japanese interest.

Nomura launched a \$200m two-year deal for Toyota Motor Finance (Netherlands), the bonds came with a 10.14 per cent coupon and were priced at 101.56 to yield some 58 basis points over the equivalent US Treasury. A drift in the Treasury spread tightened to around 57 basis points.

Demand for two-year paper was patchy, with plenty of bonds remaining in the market after earlier deals from DuPont, General Electric and Chevron. Toyota's issue, which carried a keep-well agreement with the parent company, was priced to offer a yield pickup over these deals. It had an average reception and, according to the lead manager, traded just outside underwriting fees for most of the day, before closing at less than 1% bid.

Some co-managers said they had difficulty placing their bonds, but there was no criticism of the pricing which was described as fair. A Nomura official expressed satisfaction

with the deal and said that over three quarters of the bonds had been sold. Investment trusts in Tokyo were reported as heavy buyers, while there was some institutional interest in Europe.

The proceeds were swapped into floating-rate dollars by Prudential-Bache, but neither house would comment on speculation that a further swap was done into another currency. Swap traders said the likely funding rate in floating-rate dollars was around 40 basis points below Libor.

The dollar sector was tapped at the long end by Japan Finance Corporation, which brought a \$150m issue via IBJ International. The 10-year bonds carried a 9% per cent coupon and were priced at 101.50 to yield some 54 basis points over Treasuries. The launch spread later narrowed to around 51 basis points.

The deal was announced in Tokyo overnight before pricing in London. The lead manager thus had the certainty of some Japanese institutional demand for the bonds.

An IBJ official said the deal had been well placed and quoted the paper at less than 2 bid.

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NEW INTERNATIONAL BOND ISSUES								
Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner		
US DOLLARS								
Toyota Motor Finance(s)♦	200	10 1/4	100.85	1991	1 1/2%	Nomura Int.		
Sumitomo Corp.(s)♦	150	10 1/2	101.25	1991	1 1/2%	Deutsche Bank, Nikko Secs. (Europe)		
Mitsubishi Estate Co.♦	700	(5 1/2)	100	1994	2 1/2%	Nomura Int.		
Hoya Corp.	150	(4 1/2)	100	1993	2 1/2%	Daichi Europe		
Ushio Inc.♦	150	(4 1/2)	100	1994	2 1/2%	Yamachii Int. (Europe)		
Okamoto Industries♦	100	(4 1/2)	100	1993	2 1/2%	Yamachii Int. (Europe)		
Shōwa Denka(s)♦	500	4 1/2	100	1993	2 1/2%	Nomura Int.		
Mori Seiki(b)♦	100	4 1/2	100	1993	2 1/2%	Yamachii Int. (Europe)		
CANADIAN DOLLARS								
McDonald's Rest. Canada(s)♦	100	11 1/2	101.75	1994	1 1/2%	RBC-Dominion Secs.		
AUSTRALIAN DOLLARS								
Council of Europe(s)♦	50	17	101 1/2	1990	1 1/2%	Commerzbank		
NEW ZEALAND DOLLARS								
GMAC Australia Finance(s)♦	50	14	102	1992	1 1/2%	Hambros Bank		
SWISS FRANCS								
Advantage Corp.(s)♦	200	1	100	1994	n/a	Credit Suisse		
Mitsui Corp.(s)♦	100	1	100	1994	n/a	Nomura Bank (Switzerland)		

\*Private placement. ♦With equity warrants. ♪Convertible. ♠Final terms. a) Coupon cut by 3/4% from indication. b) Coupon cut by 1/4% from indication. c) Put option 31/3/93 at 100. Coupon fixed at 1%. d) Indicated put option 30/4/92 at 105 1/2 to yield 2.277%. e) Non-callable.

premium at 101 bid.

The Canadian dollar sector was tapped by McDonald's Restaurants of Canada. RBC Dominion Securities was the lead manager of the \$100m deal which carried an 11 1/2% per cent coupon and was priced at 101 1/2 to yield 52 basis points over Canadian government bonds.

The borrower had been talking about a swap-driven deal to several houses for some time, but it is understood that when the issue was finally launched the proceeds were unswapped. The pricing was described by new issue traders as fair.

Syndication was on a take-and-pay basis. The lead manager reported good institutional interest from Canada, as well as predictable retail interest in Europe. Swiss investors

remained notably absent from the sector, which was seen as risky on currency grounds.

In Switzerland, Crédit Suisse was the lead manager of an unusual SF100m five-year convertible issued for Advantest. The par-priced bonds came with a fixed coupon of 1 per cent and a put option at par after four years. The bonds were modestly up on 27/3/92.

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## UK COMPANY NEWS

City praises 'imaginative' final shot in defence against Minorco bid

## Gold Fields makes earnings growth pledge

By Kenneth Gooding, Mining Correspondent

"IT IS A lovely idea and will get well-deserved and good publicity for innovation and imagination," said Mr Christopher Spreckley, an analyst with CLS Securities. Laing & Cruden thinks the latest ploy introduced by the takeover game in Consolidated Gold Fields yesterday.

"But," he added quickly, "it will not be enough to stop people accepting if Minorco comes up with a higher offer."

His views were echoed by other analysts who have been following the seemingly never-ending saga of Minorco's \$2.2bn bid for Gold Fields.

They give Gold Fields full marks for innovation for introducing what the group describes as a unique performance pledge in the document which contains the final shots in the defence's battle.

The pledge guarantees Gold Fields' shareholders either 400p cumulative earnings per share before sales of operations over

the next three years (implying average annual compound growth of more than 20 per cent) or a special cash dividend of 85 gross a share if the target is not met.

Perhaps more importantly, all future executive incentive arrangements for Gold Fields' central management will be tied to the achievement of this earnings per share target. In effect, all cash bonuses and share options would be frozen unless the target was met.

The incentive scheme will apply to about 12 executives throughout Gold Fields' central management and its wholly-owned subsidiaries who at the moment win bonuses based on return on assets criteria rather than earnings per share.

Bonuses have been up to 30 per cent of gross annual salary for the central directors but could be very much higher for those outside.

The "unique" pledge is carried by special preferred shares



Sir Michael Edwards, left, chief executive of Minorco and Rudolph Agnew, Gold Fields' chairman

which would be issued to existing ordinary shareholders on a one-for-one basis in 1982. The board would lose flexibility of action if they were issued on account of that date, Mr Rudolph Agnew, Gold Fields chairman, suggested.

No effort has been made to persuade shareholders that it is achievable. It amounts to the Gold Fields directors saying to their shareholders: Trust us.

Analysts agreed that the "performance pledge" added nothing to the value of Gold Fields' shares on its net asset value, which have produced estimates about the latter ranging from 15 to 230 a share.

But they suggested that it would put a higher floor under the Gold Fields price if the bid lapsed. "The downside has improved from £12 to £13 now," said Mr Jack Jones of UBS Phillips & Drew.

They were also in no doubt that Minorco would have to raise its bid by at least 22 from the present level to about 15.50 to have any chance of succeeding. Some expected an announcement to that effect by next Monday at the latest.

See Lex

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See Lex

## British Alcan rises to £54m

By Kenneth Gooding, Mining Correspondent

HIGH METAL prices and a buoyant European economy helped to boost the taxable profits of British Alcan Aluminium, a wholly-owned subsidiary of Alcan, the Canadian group, by 42 per cent from £38.1m in 1987 to £54.2m last year.

A major cost-reduction programme, increased productivity and improved manpower utilisation also contributed to the improved results, said Lord Peyton, the chairman. These programmes will continue in 1989 and beyond, he added.

Lord Peyton said the current year had started well but there

were some areas of concern. High interest rates were reducing demand from the home improvement and double-glazing markets, for example.

British Alcan's production of aluminium of all types rose from 301,000 tonnes to 323,000 tonnes last year. Turnover was up from £676.5m to £778.5m. Operating profit increased from £51.5m to £68.8m.

Lord Peyton pointed out that the company boosted return on capital employed from 12.3 per cent to 15.6 per cent and kept up a high rate of capital investment - lifted from 45.0% to 55.6% last year - as well as

research and development expenditure - up from 25m to 21m.

British Alcan paid out 27m last year in early retirement and redundancy payments. These arose partly from the closure of factories at Stratford in East London (aluminium for containers) and at Merton near London (wire and cable) whose operations were transferred elsewhere.

However, at the year-end the average number employed by British Alcan increased from 10,814 to 11,061 because of the acquisition of the Galpack plastic packaging group.

The deal brings to £130m the proceeds from selling parts of John Crowther Group, the textile company it bought for £27m last year.

The disposal programme took another step towards completion yesterday when Colpol said it had received an approach for Brinkman, a leading US distributor of floorcoverings, and had appointed Goldman Sachs to advise on a possible sale.

Mr John Ashcroft, Coloroll chairman, said the sale of Brinkman was expected to recoup \$45m to \$50m (£23.5m-£25.5m).

If this deal goes through, Coloroll will retain only Crowther's Kosset and Crossley carpet manufacturing operations and MCD, a UK distribution company, bought at a net cost of about £50m.

Having beaten its targets in all respects, Hornby Group, the toy and hobby product maker, reported an increase in pre-tax profit of 31 per cent for 1988, from £1.85m to £2.4m.

Mr Jack Strowger, chairman, said the USM quoted company's brand leaders, Scalextric, Hornby Railways, Pound Puppies, and Thomas the Tank Engine, continued to sell well throughout the year and achieved a high level in the Christmas period.

The chairman went on to report that demand in the current year was strong. Order intake for the first quarter was more than satisfactory and above last year for both Hornby and Fletcher (acquired last November).

Liquidity remained strong.

Cash balances at the year-end were £4.5m (£4m) after the Fletcher purchase.

Turnover in 1988 rose from £20.1m to £23.42m, with the operating profit at £2.44m (£1.91m). Earnings came though at 18.2p (18.0p) and the dividend is lifted from 4p to 5.2p.

The two motions were also passed.

Non-consolidated investments accounted for 36 per cent of the company's total investments. Mr Darwin cited valuations of a number of other companies in similar sectors to buttress his claim.

However, the company denied any overvaluation, claiming that both valuations had been arrived at after lengthy discussion with Spicer & Oppenheim, the trustee auditor.

Despite the queries raised by Mr. Darwin, all motions put to the meeting, including the re-election of certain directors and the auditors, were yesterday passed on a show of hands. At the following extraordinary meeting - when Mr. Darwin again rose - the two motions were also passed.

The chairman, Mr. Richard Graves, reports:

## METAL CLOSURES GROUP PLC

INTERNATIONAL PACKAGING AND PRINT SPECIALISTS

### Preliminary Announcement of Results (Unaudited)

Year to 31st December 1988

	1988 £m	1987 £m	% change
Turnover	114.9	102.9	+12
Profit before taxation	7.6	6.8	+12
Earnings applicable to ordinary shareholders (excluding extraordinary items)	3.8	3.0	+26
Extraordinary items after taxation	4.5	0.1	
 Earnings per share	14.9p	11.8p	+26
Final dividend	5.8p	5.2p	+12
Net asset value per ordinary share	143p	124p	+15

\* Record level of pre-tax profit

\* Successful expansion in the pre-press services market

\* Strong balance sheet

\* Benefits of investment continue to become evident although outlook clouded by exchange rate and interest rate uncertainties.

Copies of the Annual Report and Accounts 1988, which will be posted to shareholders around 17th April 1989, may be obtained from the Secretary, Metal Closures Group plc, PO Box 32, Bromford Lane, West Bromwich, West Midlands B70 7HY.

The foregoing financial information does not amount to full accounts within the meaning of Section 254 of the Companies Act 1985. Full accounts for 1987 with an unqualified audit report have been filed with the Registrar of Companies.

## Throgmorton rides net asset value attack

By Nikki Tait

A DISPUTE broke out yesterday at the annual meeting of Throgmorton Trust, a £300m investment trust, over the company's published net asset value.

Analysts agreed that the "performance pledge" added nothing to the value of Gold Fields' shares on its net asset value, which have produced estimates about the latter ranging from 15 to 230 a share.

But they suggested that it would put a higher floor under the Gold Fields price if the bid lapsed. "The downside has improved from £12 to £13 now," said Mr Jack Jones of UBS Phillips & Drew.

They were also in no doubt that Minorco would have to raise its bid by at least 22 from the present level to about 15.50 to have any chance of succeeding. Some expected an announcement to that effect by next Monday at the latest.

See Lex

## WH Smith sights cash offer for Molinare Visions

By Ray Bashford

WH SMITH, the retail and distribution group, is considering making an offer for the 49 per cent of Molinare Visions, a £30m investment trust, over the company's published net asset value.

Directors of WH Smith said,

they are planning a cash offer.

This is likely to be "not materially in excess of market prices in recent days," they said.

The troubled production company's A-shares slipped yesterday to close at 25p.

At this price the company is capitalised at £26.5m.

Mr. Darwin made his complaints on a number of separate grounds, some of which had to do with valuation of holdings in two unquoted companies where a degree of subjectivity is inevitably involved.

After the meeting, however, he suggested that the published figure for net asset per share might possibly be overvalued to the tune of 75%.

The first objection rested on

that fact that the figure given

allowed for the full conversion

of certain loan stock, but made

no allowance for the exercise

of warrants - which, given

the terms of both, was "illegal".

Mr. Darwin. Full dilution, he suggested, would make a difference of at least 15%.

Throgmorton replied that it

had been guided by the system

used by the consortium of

investment trust brokers.

It added that the facts had been

given in the accounts but

accepted that shareholders

"did have to search". It said it

would be happy to provide

fully-diluted figures next year.

Mr. Darwin's second complaint rested on the provision of £250,000 for the premium on redemption of convertible loan stock of its Fifth Throgmorton subsidiary - arguing that the figure should be higher.

Fifth Throgmorton was the vehicle

used by the consortium of

investment trust brokers to

raise £1.5m in 1987.

However, it had a better year overall.

However, its operations in

France and Germany suffered

a downturn.

The company has changed

its accounting policy on com-

puter software and equipment

for hire in an attempt to

improve utilisation rates,

which had remained constant.

Instead of depreciating

assets each year, computer

software spending will be written off as incurred and equipment will be written off when it becomes redundant.

The company said it planned

to sell the last of its manufac-

turing businesses. It had

responded positively to an

approach for Pope Machinery

and Pope Precision Rotors.

Net borrowing was 9.7 per

cent of shareholders' funds.

Earnings per share increased

by 13.8 per cent to 20.8p (18.1p).

A final dividend of 8.5p (8.0p)

was proposed, making a total of 13.0p (12.5p).

Just in time

**NORWAY**

**UK**

**GERMANY**

**FRANCE**

**SPAIN**

**A**pril 1988 saw the merger of Systems Designers and Scicon, creating one of the largest European software systems and services groups, with more than five thousand staff in over fifty offices worldwide.

Now, barely a year later, the combined strengths and complementary skills of our staff have been fully integrated, resulting in a major force in our industry.

Our operations span six major market sectors: communications, finance, energy, industry, defence and aerospace and civil government. Each sector is supported by leading-edge technology research in key areas.

Last year nearly three quarters of our turnover came from Europe, with sales from our French and German companies contributing over half of this European total.

With the approach of the Single European Market in 1992, we are well placed to meet the challenge of servicing the needs of our present and future clients.

And in the USA our specialist companies servicing the financial and automotive sectors have maintained their strong market positions.

But whatever the areas of operations, our total commitment to quality of product, excellence of service and international strength underlines our strategy for the future.

**FINANCIAL HIGHLIGHTS**

	1988 £'000	1987 £'000
Turnover	221,565	83,644
Operating Profit	15,386	8,367
Profit Before Tax	13,354	7,363
Earnings Per Ordinary Share	4.01p	3.84p
Dividends Per Ordinary Share	0.75p	0.65p

Extract from the Accounts for the year ended 31st December 1988 which contain an unqualified audit report and which have not yet been filed with the Registrar of Companies. Earnings per share have been adjusted to take account of the rights issue in April 1988. The past is not necessarily a guide to the future.

Our 1988 Annual Report will be published in mid April. For a copy, please contact the Company Secretary, SD-Scicon plc, Centrum House, 101-103 Fleet Road, Fleet, Hampshire GU13 8NZ.

In Spain, one of Europe's fastest growing industrial economies, we have established a strong position in capital plant maintenance systems with five contracts in 1988 in the steelmaking, oil and electricity industries.

**It all adds up to a successful year.**

**SD'SCICON**  
SD - SCICON PLC

## WESENAN

Koninklijke Wessanen NV

### 1989 Annual General Meeting

The Annual General Meeting will be held at the Okura Hotel, Ferdinand Bolstraat, Amsterdam at 2.30 p.m. on Thursday, April 20, 1989.

The Meeting is open to holders of Priority shares, Registered Ordinary shares and Bearer Depositary Receipts, and to representatives of the Press upon presentation of their press pass. As provided for in Article 28, clause 6 of the Articles of Association of the Company, holders of Bearer Depositary Receipts for shares of Koninklijke Wessanen NV issued by the Stichting Administratiekantoor van zaken Koninklijke Wessanen NV are entitled to attend the Meeting in person, or to be represented by a proxy appointed in writing, and may address the Meeting, provided that they have lodged their Bearer Depositary Receipts or a receipt given therewith before the Amsterdam-Rotterdam Bank NV, Herengracht 597, 1017 CE Amsterdam, the Netherlands by April 17, 1989 and have obtained a receipt which will serve as a card of admission to the Meeting. Copies of the Annual Report and the Annual Accounts 1988 are available at the offices of Koninklijke Wessanen NV and, in the United Kingdom, at the offices of Cazenovia & Co., European Dept., 12 Tokenhouse Yard, London EC2R 7AN.

### Agenda

1. Opening
2. Report of the Board of Managing Directors for 1988.
3. Adoption of the 1988 Annual Accounts, including the appropriation of 1988 net income.
4. Extension of the authoritative powers of the holders of priority shares with respect to the issue of shares and the restriction or exclusion of preferential subscription rights.
5. Authorization of the Company to acquire its own shares or depositary receipts for its own shares.
6. a. Reappointment of members of the Supervisory Board
- b. Appointment of a member of the Supervisory Board
7. Any other business and closing.

### The Board of Managing Directors

April 5, 1989

Koninklijke Wessanen NV  
P.O. Box 410  
1180 AK Amstelveen  
The Netherlands



### NOTICE TO ADVERTISERS

#### NEW FT FAX NUMBER

From Monday 20th March

The Advertisement Production Fax Number is:

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This advertisement is issued in compliance with the Regulations of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange"). It does not constitute an invitation to any person to subscribe for or purchase any securities. Application has been made to the Council of The Stock Exchange for the grant of permission to deal in the entire issued share capital of The Property Company of London PLC. It is expected that dealings in the Ordinary Shares will commence on 10 April, 1989.

### THE PROPERTY COMPANY OF LONDON PLC

(formerly HOUSE PROPERTY COMPANY OF LONDON PLC)

(Incorporated in England under the Companies' Acts 1962 to 1983 Registered No. 21813)

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The Property Company of London PLC is engaged in the development of residential and commercial property.

Particulars of the Company have been circulated in the Exetel Statistical Service and copies may be obtained during normal business hours from:

ANZ McCaghans Securities (UK) Limited  
65 Holborn Viaduct  
London EC1A 2EU

Member ANZ Group  
Member of The Securities Association  
5 April, 1989

## Alexandra Workwear

### Summary of Results

for the 52 weeks to 28th January 1989

	1989 £'000	1988 £'000	increase
SALES	49,386	40,897	+21%
PROFIT BEFORE TAX	6,266	5,057	+24%
EARNINGS PER SHARE	12.5p	10.0p	+25%
DIVIDEND PER SHARE (NET)	3.9p	3.2p	+22%

Commenting, Chairman John Prior said:

- \* Another successful year for the Group, substantial increase in profit and turnover.
- \* Proposed final dividend 2.55p (net) total 3.9p.
- \* Continued expansion into new markets.
- \* We can look forward to the Group's continued growth and another good year.

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## UK COMPANY NEWS

### Elders High Court battle to block the creation of Europe's largest packaging group

### MB Group fights for £830m merger

By Raymond Hughes, Law Courts Correspondent

MB Group yesterday asked the High Court to sanction the proposed £830m merger between Metalbox Packaging, its packaging subsidiary and Carnaud, the French packaging company.

The Anglo-French merger under which a new company, CMB Packaging, would become Europe's largest packaging group, should have taken effect on Saturday.

However it has been blocked by Elders Investments, a subsidiary of Mr John Elliott's Elders Group, farming and finance group, which holds five per cent of MB's ordinary shares and 25.06 per cent of MB's warrants which entitle it to buy another 1.2 per cent of the shares.

Although Elders is a rejected suitor - its earlier attempts to buy the packaging division having been firmly refused by MB's board - its current motives for trying to block the merger remain unclear, as it is no longer trying to buy the packaging interests. It seems to be chiefly concerned that the deal will not give sufficient value to shareholders, an argument which MB is anxiously trying to refute.

Mr Richard Sykes, QC, for MB, urged Mr Justice Harman to disregard Elders' objections that the scheme deprived it of its legal rights as a warrant holder.

Mr Sykes said that the overall effect of the scheme would be that MB's shareholders would end up owning 100 per cent of its non-packaging activi-

ties in a new MB company, and an interest in the merged packaging business.

It had been approved by an overwhelming majority of shareholders meeting on February 24.

Mr Sykes said that, as proposals to warrant holders had to be approved by a 75 percent majority, Elders had a blocking minority holding, about half of which it had acquired after the posting of the scheme document in January so as to defeat a proposal to put to warrant holders under the scheme.

That proposal was that the holders could either exercise their warrants early at a reduced price or exchange them for warrants in the new MB Group.

At a warrant holders' meeting on February 15 the proposal was defeated, even though over 99 percent of the votes, other than Elders', were cast in its favour.

The company was naturally concerned both that the scheme it considered to be in the interests of the ordinary shareholders should not be jeopardised, and also that holders of warrants should not be

boxed-in because of the attitude of Elders." Mr Sykes said. It put forward new proposals, offering similar terms, but not conditional on the passing of any resolution.

The present position was that 8,965,701 of the 16,820 warrants had been exercised, the holders of 1,526,413 had accepted the exchange offer and 1,941,066 warrants had been purchased by MB.

Mr Sykes said that the warrant contracts contained a number of covenants. One was that MB would keep available sufficient unissued ordinary shares to enable warrant holders' rights to be satisfied. Another was that the company would use its best endeavours to maintain a listing for its ordinary shares on the Stock Exchange.

The passing of the resolution at the February 24 meeting breached the first covenant since all the unissued ordinary shares had been cancelled forthwith.

If the scheme became effective the second covenant also would be breached.

Mr Sykes said that Elders had acted differently at differ-

ent stages. First it had bought about five percent of MB's ordinary shares in a covert operation through a string of overseas companies.

After the scheme document had been posted it had bought more warrants.

It had then found some partners and made a proposal to buy MB's packaging division, which had been decisively rejected by MB's board.

Elders currently opposed the scheme on the ground that the scheme document did not provide shareholders with necessary information and that shareholders had not been properly informed about the new proposals to warrant holders and the effect of the breaches of covenants.

Mr Sykes contended that the scheme document contained all necessary information and that it had not been necessary to give shareholders more information than they had received about the warrant proposals.

He said that Elders' complaint should not be taken seriously because it had not been made before the shareholders' meeting.

It was a complaint as a warrant holder also was unfounded. There had been an irremediable breach of the warrant holders' contract covenant, but a breach of contract with a third party was not necessarily a reason for refusing to sanction a scheme, Mr Sykes argued.

Mr Justice Harman commented that he was uncertain about that.

John Elliott: Elders holds 25.06 per cent of MB warrants

Photo: PA

John Elliott

Photo: PA

Just in time

## Benefits of aggressive acquisitions policy only partially reflected Meggit advances 29% to £21m

By Ray Bashford

**MEGGITT HOLDINGS**, the specialist engineering group, boosted pre-tax profits 29 per cent from £16.3m to £21m during 1988.

The result was posted after a 17 per cent growth in turnover to £194.5m, compared with £165.6m in the previous 12 months.

Earnings per share increased from 9.5p to 10.4p. The board is recommending an improved final dividend of 1.85p making the total 2.75p (2.25p).

Mr Ken Coates, managing director, said the company had achieved its aim of focusing on four principal areas, aerospace and defence, controls and instrumentation, electronics and energy engineering, all of which made increasing contributions.

The benefits of the aggressive acquisitions policy, which led to £70m of purchases during the year was only partially reflected in the performance.

**Microsystems**, the US-quoted electronic products group, acquired for

£34.4m, made a contribution for only two months to the controls and instrumentation and electronics divisions.

Aerospace and defence operations saw a 14 per cent growth in turnover to £22.5m (£7.8m), despite the difficulties that it and other defence contractors have experienced in delays with Ministry of Defence contracts.

The civil aerospace businesses were able to counter easily the impact of MOD delays and grew amid increased activity in the US, and continental European industry.

Control and instrumentation was the second biggest contributor to turnover, which rose by 10 per cent to £46m (32m).

The managing director expected this division to advance strongly during the current 12 months following several acquisitions.

The energy engineering division recorded the biggest percentage improvement in turnover to £7.14m (6.71m).



## Return to acquisition trail for TT

By Graham Deller

**TT GROUP**, the industrial fasteners, aerospace components and packaging group, has conditionally agreed to acquire Newship Manufacturing from Mr John Newman and Mr Nicholas Shipp, the management duo which gained control of TT in February 1988.

The deal, which values Newship at about £12.7m, comprises £3.15m cash and the allotment of 4.85m new TT shares plus a dividend of £338,000 to the vendors.

On completion, Mr Newman and Mr Shipp will control 32.6 per cent of the enlarged group and will seek confirmation from the Takeover Panel that they will not be obliged to mount a general offer under Rule 9 of the City Code. The deal is also subject to shareholders' approval.

Newship is engaged in the manufacture of products for the construction industry together with a metal finishing service. During 1988, it achieved pre-tax profits of £1.63m on turnover of £12.7m. Net assets at the year-end amounted to some £3.6m.

TT, the former Tyneck Turner, yesterday also announced preliminary results for 1988 which showed pre-tax profits sharply higher, at £3.58m (£1.1m) on turnover ahead 67 per cent at £28.05m. Earnings per share expanded to 20p (14.1p) and the dividend is raised to 8p (6p) through a proposed final of 4p.

The outcome exceeded the group's own forecast of £2.35m made at the time of its takeover last August of Beaton Clark, the glass and plastic packaging manufacturer. Mr Timothy Reed, chairman, said: "A major rationalisation programme should lead to a significant enhancement in profitability at Beaton Clark in the current year."

Mr Reed stated that the increase in profits was attributable to organic growth from Delight International, the industrial fasteners subsidiary, and United Packaging, together with useful contributions from Beaton Clark and Rintcliffe Turner, also acquired during the year.

## Shandwick shows good growth

By Nicki Tait

**SHANDWICK**, the acquisitive UK-based public relations company, yesterday announced pre-tax profits of £5.6m in the first six months to end-June. The figure was second to record operating income of £30.6m.

The profits figure compares with £3.1m in the first half of 1987-88, but part of the increase reflected acquisitions. Yesterday, Shandwick declined to break out the precise impact of these, but said that organic growth had exceeded 20 per cent. It added that some 400 clients and worth over £1m in fee-income were won in the first half.

At the earnings per share level, there was a 15.9 per cent increase to 21.9p after a 34.5 (31.1) per cent tax charge. The interim dividend goes up by one-third to 6.7p a share.

However, Mr Peter Gunner, the company's chairman, indicated yesterday that the pace of acquisitions would now slow significantly. "Shandwick's network is substantially complete," he commented.

The company still has a few

areas where it would like to add businesses but such deals would be relatively modest.

Shandwick said that the interim profit was struck after over £500,000 of additional expenditure on its financial and administrative infrastructure. It also said that second-half trading had begun well with signs of marketing co-operation between the international regions and their offices.

### • COMMENT

There were few surprises in the Shandwick figures yesterday, but - in the wake of the Saatchi warning - even a little good news goes a fair way in the sector these days, and the shares duly added 6p at 66p. That can probably be explained by the dividend increase - more generous than most analysts expected - and the bullish trading statement. The highlighting of Shandwick's attention to financial controls was also probably testimony to the company's PR skills. Even if such measures add to costs, investors may find this preferable to any potential mishap. For the future, the company seems to be indicating greater reliance of organic growth, suggesting its industry is growing at over 20 per cent per annum whilst also pointing to the defensive merits which its spread of customers provides. Some analysts remain slightly sceptical - remembering the propensity of marketing services companies to seize opportunities which present themselves despite stated policies. Moreover, in the face of general worries about earn-out deals, maximum future payments of around £50m - now, post-Golin through to 1994 - may still cloud sentiment. If the full-year profits total is around £14.5m, the shares are on a 10 times rating which - adjusting for year-ends - that may be a touch below the sector average. However, the shares have already had a strong run since December. In short, there may be a little more to go for short-term, but the bulk of the re-rating seems likely to be over.

## AC Holdings in £0.77m expansion

By Nicki Tait

**AC HOLDINGS**, the former AC Cars which has been turned into a small financial services business, in acquiring the Bamford Brandt fund management business. This manages funds for pension funds, private clients and offshore unit trusts and has funds under management of £55m at end-March.

AC is paying an initial £774,000, comprising £450,000 cash and the remainder via the issue of 405,000 shares.

AC will pay an additional cash consideration equal to the amount by which Bamford Brandt's audited net assets at end-March exceed £450,000.

## BET disposal

**BET**, the international support services company, has sold Rediffusion (Hong Kong) and its properties to companies in Hong Kong owned by Mr T T Tsui for HK\$ 123m (around £2.15m).

## News Digest

### GEERS GROSS

## Keeping up recovery with £0.48m

**GEERS GROSS**, the advertising agent and consultant, continued its recovery in 1988 and for the 12 months returned profits of £480,000 (£314,000).

### T & S STORES

## Profits climb to £3.04m

**T & S STORES** reported pre-tax profits up from £2.43m to £3.04m for 1988, on turnover ahead 35 per cent from £95.9m to £129.5m.

Although the company started 1988 with 10 per cent fewer stores, total sales are already slightly ahead of last year and a store modernisation programme will be complete by early summer. The extra cigarette stocks purchased in anticipation of a budget increase in tobacco duty that did not materialise will have an adverse effect on the interim results, but sales are expected to benefit in the long term.

The directors believed the recovery was due to a number of elements.

The group had consolidated its resources back to the UK and important new business had been gained, starting with General Accident last year.

The growth had steadily continued, they said, with business gained from companies including MFI, Schreiber, Hygena, Royal Donut, Nintendo, AEG, Mello and Kraft.

Also, a number of clients which had been lost were now considering returning to the fold, and International Marketing Corporation, the group's sales promotion subsidiary, had turned in satisfactory results.

**PEEL HOLDINGS** Placing of debenture stock

**Peel Holdings**, property group, is to issue £100m 9 per cent first mortgage debenture stock 2011 by way of a placing. The new stock will be a fourth tranche of the existing stock, of which, following the placing, there will be £200m in issue.

The gross redemption yield of the new stock will be set at 1.55 per cent above the gross redemption yield at 3pm yesterday on 9 per cent Treasury stock 2008.

Proceeds of the issue will be used to refinance variable rate borrowings and to fund further property developments.

Brokers to the issue are Rowe & Pitman.

**NB Canadian Net assets and earnings ahead**

**NB Canadian** Net asset value per 25p share of the North British Canadian Investment Company stood at 483.5p at February 28 compared with 435.9p (12 months earlier).

Available revenue for the year advanced to £516,494 (£553,016) equal to earnings of 9.13p (8.19p). A final dividend of 6.3p raises the total from 8.1p to 9p.

## Problems at Lexterten restrict Era to £4.6m

By David Waller

**PROBLEMS** AT its Lexterten subsidiary resulted in Era Group, the retail company formerly known as The Times Varnish, reporting a 15 per cent fall from £23.8m to £4.6m in pre-tax profits for 1988.

Three of the company's four retail businesses did well last year, driving turnover up from £50.87m to £67.25m. Although earnings per share fell from 6.52p to 5.53p, the directors recommended a final dividend of 1.75p, making 2.75p for the year as an increase of 10 per cent.

The pre-tax figure included about £1m resulting from consultancy fees relating to the setting up of Norsocchem of France.

The main trading profit centre during the year was MTM Chemicals, the largest subsidiary, which contributed £1.5m after breaking even in 1987. The specialist coatings division also experienced a strong improvement turning in a profit of £180,000 after losses of £300,000 in 1988.

The company both makes and sells furniture, and it is on the production side that it experienced its difficulties. The Kohnstam subsidiary - which incorporates the Beatles chain of model and hobby shops - produced record profits of £4.68m, up from £2.61m.

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The company both makes and sells furniture, and it is on the production side that it experienced its difficulties. The Kohnstam subsidiary

## COMMODITIES AND AGRICULTURE

# Australian offshore gas project given go-ahead

By Chris Sherwell in Sydney

**T**HE SIX international joint venturers in the North-West Shelf natural gas project yesterday announced a go-ahead for the A\$1.83bn (\$800m) development of the Goodwyn field, 130 km off the Australian coast.

The development is part of the original A\$1.5bn plan of exploration, production and onshore processing under which the North West Shelf supplies gas to Western Australian consumers and, from this year, liquid natural gas to an array of Japanese utilities.

The choice before the six - Shell, BHP, Woodside Petroleum (the main shareholders in which are Shell and BHP), BP, Chevron and a Mitsubishi-Mitsubishi joint venture - was between committing themselves now or deferring the decision for around five years.

Yesterday's go-ahead means the 26-well Goodwyn 'A' gas and condensate production platform will be established in 131 metres of water by 1983 and linked by pipeline to the similar North Rankin 'A' platform 23 km to the north-east.

Although it will have the capacity to process 900m cu ft of gas per day and up to 30,000 barrels a day of condensate, a considerable proportion of the gas will initially be re-injected underground after stripping off the condensate.

This is partly because the gas will not be required under existing contracts until the mid-1990s, when it will supplement production from North Rankin in order for the consortium to meet its sales commitments.

The main reason for going ahead now is the fact that the Goodwyn field, particularly in the northern sector, where the platform will be positioned, contains four times the level of condensate associated with its gas compared with North Rankin.

Condensate, being a light form of crude oil which yields marketable gasoline products, is a much-needed bonus for the partners. They already extract a higher-than-planned condensate output of 20,000 barrels a day from North Rankin, and the addition of Goodwyn will

make it equivalent to a small oilfield.

But in making their announcement yesterday, the partners struck a caution note. The prediction that emphasised was marginal, and the decision to proceed had been taken against a background of depressed oil prices and escalating capital costs.

Every effort would therefore

be made to reduce capital costs consistent with safety standards.

Although the consortium was committed to maximising Australian content in developing Australian industry,

it must be competitive in price, quality and deliverability if it is to share in Goodwyn work.

The announcement comes hard on the heels of a decision last month to go ahead with a third liquefied natural gas processing train onshore at a cost of A\$900m. The six partners hope eventually to develop a fourth and fifth LNG train, and probably a second pipeline from the field to the shore as well.

By Kenneth Gooding, Mining Correspondent

**T**HIS WORLD aluminium industry's optimism - illustrated by its plans to list primary metal production capacity from 15.25m tonnes a year to 17.25m tonnes by the mid-1980s - is entirely justified, according to the latest aluminium annual review from the Anthony Bird Associates consultancy group.

It suggests a sea-change has taken place in the world economy and in the aluminium industry which is as important as the sea-change of 1973.

In this new environment the old defensive corporate strategies will no longer be appropriate," Bird says.

The review suggests that aluminium consumption will tend to grow at a slightly faster rate than world industrial production and in the years after 1990 should be growing at nearly 4 per cent a year.

"Aluminium companies now recognise that the cuts in capacity between 1984 and 1986 have been overdone," the review adds.

The short-term balance between supply and demand remains very fine. "When consumption starts to expand

# Aluminium optimism 'justified'

Source: Anthony Bird Associates

ALUMINIUM SUPPLY/DEMAND PROJECTIONS ('000 tonnes)				
	Production	Consumption	Net Comm. expts.	Balance
1987	18,230	18,680	418	-10
1988	17,410	17,805	325	+2
1989	16,400	16,745	345	+15
1990	15,500	16,000	500	+22
1991	14,785	15,133	528	+141
1992	15,131	15,400	547	+318
1993	15,257	14,261	341	-372
1994	13,878	13,800	368	+368
1995	13,537	13,727	327	+141
1996	12,837	13,465	557	-557

Source: Anthony Bird Associates

favoured location for new smelter construction. New capacity in that country can be expected at a price of 72.6 US cents a lb, Bird suggests. Rising costs will push this figure up in time to about 79.5 cents at today's prices and exchange rates.

Although there are many reasons to suggest that the cycle of demand for aluminium might be more violent in the future than in the past, the review takes a more sanguine view.

The steadiness of the world economy, the underlying buoyancy of demand for aluminium and the pressing need for new capacity to keep that demand supplied will all contribute to a reduction in volatility.

"There will be moments when demand hesitates and prices dip. But the fact that the industry needs new capacity, which must not be discouraged, will act as a floor to support prices in any setback," the review points out.

"*Aluminium Annual Review 1987*" from Anthony Bird Associates, 193 Richmond Road, Kingston upon Thames, Surrey KT2 5DD, UK £6.50.

# Cattle disease on the increase

By Bridget Bloom, Agriculture Correspondent

**T**HERE HAS been a steady increase over the last few weeks in the number of recorded cases of bovine spongiform encephalopathy, the "cattle madnes" disease so far only found in Britain.

According to the latest figures from the Ministry of Agriculture, 3,745 cases of BSE, as the disease is known, had been recorded by March 31 on more than 2,000 farms spread across Britain - about 100 a month more than late last year.

The first case of the disorder, which appears to be related to the rare Creutzfeldt-Jakob disease in humans, was identified in late 1986. Its precise origins are still a mystery to scientists.

However, an official report published last month by a working party under the chairmanship of Sir Richard Southwood, Professor of Zoology at Oxford University, suggested that BSE comes from cattle feed containing the remains of sheep suffering from scrapie.

Scrapie, a brain disease in sheep, has long been known, and it was thought untransmissible either to humans or other animals.

The possibility that BSE might affect humans was described as remote by the Southwood Committee but the Government is sufficiently concerned by its spread to have alerted doctors to look out for any changes in the pattern of Creutzfeldt-Jakob disease.

BSE was made a notifiable disease last June; controls must now be reported while affected animals must be slaughtered and removed from the food chain.

The Southwood report said the enquiry into BSE had led the committee to question the wisdom of some of the intensive practices of modern husbandry which risked exposing man to new animal-borne diseases.

However, officials are puzzled by the disease appears so far to be confined to Britain. They believe it may exist in other countries but at a level which makes so far made it difficult to spot.

# US weather key to edible oils outlook

David Blackwell on a sector in which political problems overlay commercial tensions

**T**HE PRICE of edible oils is likely to rise fairly sharply in the next few weeks, as the relative tightness of world supplies becomes more apparent, according to Mr Joachim Rathke, president of the European Oilseed Crushers Association. He told a conference of the edible oils industry in Vilamoura, Portugal, that at the moment the world situation looked tight, but the markets did not reflect it.

However, Mr Dennis Blenkinsop, West European director of the American Soybean Association, said that this year world soybean production would increase dramatically and supplies would be very adequate. If the weather in the US was good, he could not see any price run-up, he said, although he believed stocks would be down.

Mr Rathke said that in historical terms edible oils prices were extremely low at present, especially taking into account the low level of the dollar against European currencies. The edible oils markets take their cue from the Chicago Board of Trade soybean oil price, generally thought to provide a representative picture of world price levels. But Mr Rathke, attacking what he called "quite severe" distortions, asked if this was really true in a situation where:

• The US pays export subsidies of up to \$200 a tonne;

LITTLE INCREASE in overall fat consumption could be expected in developed countries, according to Mr Kurt Berger, consultant to the Palm Oil Research Institute of Malaysia. However, he told the conference, consumption in three quarters of the rest of the world was much lower than in the West, and in many cases below recommended minimum levels.

Argentina discriminates against soybean exports;

Malaysia discriminates against crude palm oil exports;

• The EC compensates for the difference between import prices and domestic prices by producer subsidies.

Following last year's droughts in the US and China, world edible oil stocks were declining and would by the end of September be nearly as low as during the last big shortage in 1982-1984, he said. World demand continued to rise by about 3 per cent a year, or more than 2m tonnes with China and the Soviet Union having particularly strong import requirements. World production, notably in palm oil, was expected to increase in India, Malaysia and South America, but might not be enough, he said.

Mr Rathke predicted that in the next three to four years, EC sunflower and rapeseed crops would stabilise in volume or even decline following cuts in support prices as a result of budgetary constraints. In the longer term technologi-

"A recent forecast expects world demand to increase by 31 tonnes by the year 2000," Mr Berger said. "We can expect that palm oil producers will take a significant share of this new market."

Malaysia is the world's biggest exporter of palm oil, which generates between 12 and 14 per cent of its national income.

Soybean Association, challenged the subsidies in a Gatt panel case. "This is the most important case ever put before a Gatt panel. More than \$3.5bn in trade is involved."

He said the US objective was not to stop the production of oilseeds and proteins in the EC but to regain market access on a competitive basis with other producers. Increased availability of EC subsidised rapeseed and sunflower oil, as well as Italian soybean oil, had created tremendous competition for soy oil.

The market share of soya oil dropped from 31 per cent of edible oil use in 1978 to 21 per cent in 1987 within the EC.

World soybean output this year would be high enough to ensure adequate supplies for the trade, he said. US farmers would respond to the 19 per cent reduction in output because of drought last year with higher plantings for this year. If the US reached normal yields, 1989 production would be 23 per cent above last year. World output could be up more than 35 per cent because of

the market share of soya oil having a political price.

He blamed most of the cost differential on EC subsidies, especially to farmers in southern Italy. Artificially high prices made no sense, he said.

They forced the EC to keep huge stocks and to give a production subsidy and a consumption subsidy of about £1 a kilogram.

"That is too high a percentage to go to support what we call paper trees and paper oil," he said.

The US Government had, at the request of the American

market, imposed a 20 per cent tariff on imports of palm oil from Malaysia.

Mr Rathke said that if this level could be maintained, but a further break of that level could see a further \$100/l ton, they warned. Coffee prices were boosted by a rise in New York. International Coffee Organisation talks continued to preoccupy traders, although no major developments in the negotiations were expected before next week. Monday's advance in sugar prices ran out of steam yesterday despite reports that French sugar houses had concluded a deal with the Soviet Union for 1m tonnes for second quarter shipment.

**SPOT MARKETS**

Crude oil (per barrel FOB) + or -

Dubai \$16.45-55 + 0.25  
Brent Blend \$19.65-95.65 + 0.25  
W.T.L. (per tonne) \$23.35-45 + 0.18

Oil products (NWE prompt delivery per tonne CIF) + or -

Premium Gasoline \$204-247 + 7  
Gasoline \$202-244 + 1  
Kerosene \$33.50-55 + 1  
Naphtha \$180-190 -0.25

Petroleum Asphalt Estimates + or -

Gold (per troy oz) \$367.00 + 0.25  
Silver (per troy oz) \$54.00 + 0.25  
Platinum (per troy oz) \$211.75 + 4.10  
Palladium (per troy oz) \$157.50-55 -0.25

Aluminum \$106.50 + 0.25

Copper (US Producer) 135.50-41.50 -1.25

Lead \$17.50 + 0.25

Nickel (first refined) \$10.50-12.50 + 0.25

Tin (Kuala Lumpur market) \$21.30 + 0.40

Tin (New York) \$41.50-55 -0.75

Zinc (US Prime Western) 95.50 + 0.25

Cadite (live weight) \$114.50 + 0.25  
Sheep (dead weight) \$234.95p + 21.1\*

Pig (live weight) \$73.75p + 3.85

London daily sugar (raw) \$151.50+ + 6.5

London daily sugar (refined) \$151.50+ + 5.0

London daily Lycra (per kg) \$297.00 + 1.0

Cotton (US Grade 64s Super) 560p + 0.60

£ a tonne unless otherwise stated. \*pence/kg.

\*\*pence/kg/litre. + or - May/May, u-May/Apr.

† or - May/Jun, + or - May/Apr.

‡ or - May/Apr.

§ or - May/Apr.

\*\*London physical market.

\*\*CFC Rotterdam + Bullion market close. \*\*May/Apr.

\*\*Turnover 100 tonnes.

## LONDON STOCK EXCHANGE

## Blue chips close well below day's best

Leading shares continued to make good progress on the London market yesterday helped by a recovery of the pound and a number of buy programmes in the equity market.

Worries about sterling were dispelled somewhat in early trading by the Chancellor of the Exchequer's confirmation that he would use interest rates as necessary to defend sterling. There was, however, some anxiety about the latest reduction in the UK's official reserves, which dropped \$1.2bn during March, a figure much higher than the City had expected. This followed the Bank of England's recent

Account Ending Dates		
Mar 23	Apr 3	Apr 9
Options Settlements	Mar 23	May 4
Last Settlements	Mar 31	Apr 14
Accumulation	Apr 17	Apr 24
Next Month Settlements	Apr 24	May 16

"New Month Settlements take place from 8.00 am two business days earlier."

repeated efforts to support the currency in the face of a sharply rising dollar.

The market opened with good gains, boosted by Wall Street's overnight rise - closing above 2,800 in the Dow-Jones Average was seen as bullish for London

- and yet another steep rise on the Tokyo market. Buying interest was never more than reasonable however, according to dealers, but it was persistent and directed towards front-line stocks, thereby ensuring a sustained early rise by the FTSE-100 index. Having opened with a gain of 7.7, the Footsie progressed to register a jump of 13.1 just after 10 am before easing on the appearance of minor profit-taking.

Business then tended to drop away and only picked up just prior to the opening on Wall Street. The latter made minor early progress but then started to struggle, although holding above the psychologically

important 2,300 level. The FTSE then gradually retreated to only 2.6 higher before steady late and closing with a 3.2 rise on the day at 2,963.8.

Turnover again disappointed London's dealers, but it 517.3m shared at the close of business in easily topped Monday's 377.1m. Last Friday saw turnover of 621.2m.

The "buy" programme talked of in the market were said to have included a substantial move into the market by Salomon Brothers, although the US-based securities house declined to confirm it had been behind the early support for the market. Another US house was also said to have been a

keen supporter of blue chips during initial exchanges.

Views on the current outlook for UK equities are now divided. Many equity strategists are talking the market higher on the view that the big institutions are underweight going into the new financial year. But others are worried that the Japanese market could have run too far too quickly and that any setback there would have a marked influence on London prices.

There were plenty of features on London yesterday with Consolidated Gold Fields outstanding and finally up 25 at 1248p after unveiling its final defence against Minerva.

## New Blue Arrow moves

Excited speculators bought Blue Arrow stock heavily from institutional investors after the revelation that a US group had picked up a 6 per cent stake in the company. Institutions were selling because they remain concerned about the £25m loan which Blue Arrow said, on Monday it was trying to recover.

The price moved ahead 3 in the middle of the session only to fall back by the close to end unchanged at 91 1/4p. Turnover was a busy 13m shares.

"The loan were written off, about 3% should come off the share price," said Mr David Grimbley at UBS Phillips & Drew. "But the stock seems to have been supported at the lower end of its narrow trading range around 80p." There was also mixed news from New York, interest after the stakes announcement.

Analysts at UBS and at Warburg Securities both said the stock was being traded mostly by second-liners such as Daimler, which closed 8 better at 220p on the sighting in the market of one large buyer of the stock, and Alexandra Workwear, which climbed 5 to 15p after announcing a 24 per cent rise in year-end February profits to £6.27m. Broking house Kitcat & Aitken forecasts that earnings for the current year will grow by a similar amount and will be recommending the stock to its clients.

Pharmaceutical stocks moved ahead quickly in early trading, benefiting from further consideration of the merger talks between Beecham and SmithKline Beckman. But they fell with the market and most finished barely changed on the day. The exception was Smith & Nephew which hung on to end 3 up 14p.

The feature among mixed life insurers was the performance of Sun Life, which closed at 95p, up a net 35 and just off the day's high of 95 1/2p.

The talk in the market was that French group UAP, with whom Sun Life unsuccessfully

attempted an alliance last year, was adding to its 19 per cent stake. However, with turnover barely breaking 200,000 shares one analyst said that if UAP had been picking up stock turnover would have been significantly higher. The stock rose 2 to 95 1/2p.

Among the banks TSB were heavily traded, closing a touch lighter at 15 1/4p as few shares changed hands. Dealers reported an aggressive buyer and an equally determined seller around the 11 1/2p/17p level.

The spotlight continued to illuminate those building issues scheduled to report trading statements later this month. Several recorded outstanding gains with Blue Circle closing 20 dearer at 58p, Tarmac 13 higher at 31 1/2p and RMC 10 firmer at 68p. Builders were also involved and rose 10 to 53p while Stobart further responded to Monday's good annual results by advancing 8 more to 43p. In contrast, Watco Blakes dipped another 7 to 35p, still influenced by the previous session's preliminary

figures and US acquisition. USM-listed Banner Homesaw another casualty at 71p, down 10.

Laporte became all the rage among chemicals, leaping 15 to 42p on good retail support following talk of a chart breakout, and evidence of stock shortages. Whistleholme Rink also figured prominently, although business was thin, and settled 16 up to 45p.

Stores were quietly traded with most of the interest provided by second-liners such as Dunhill, which closed 8 better at 220p on the sighting in the market of one large buyer of the stock, and Alexandra Workwear, which climbed 5 to 15p after announcing a 24 per cent rise in year-end February profits to £6.27m. Broking house Kitcat & Aitken forecasts that earnings for the current year will grow by a similar amount and will be recommending the stock to its clients.

Guinness fell 8% to 42p on turnover of 2.4m shares. There has been good recent demand for the stock ahead of tomorrow's figures (the market is expecting profits of £500m) and on the back of some strong Irish interest.

However, investors appear to be following the advice of analysts who say that there is little potential upside in the price short-term and are taking profits.

The "A" class of Whitbread shares were lifted 8 to 35p by talk of an imminent property

redevelopment.

Full-year profits 31 per cent better from Meggit Holdings

helped push the stock to 17 1/2p, a rise of 10 on the day. Early selling hit Hawker Siddeley, but the shares quickly recovered to close 7 ahead at 65p. "The stock was oversold," said a marketmaker. Final figures are due on April 19.

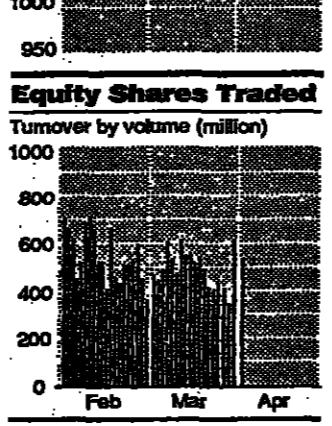
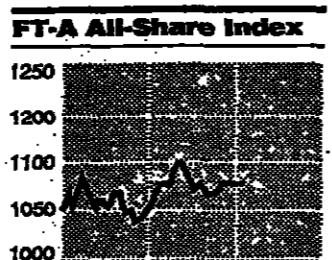
Rolls-Royce put in a good performance in belated recognition of Monday's airbus orders. The shares closed up 4 at 157p on a turnover of 4.7m shares.

It was the retailers which stole the show among Foods, with large turnover reported in Asda, up 8% at 149p on 3.3m shares. Gateway, up 2% at 157p on 8.6m, and Tesco, 5% better at 160p on turnover of 5.6m shares. Tesco's figures are due next week and the market range of estimates is roughly £250m to £265m. Broking house Hoare Govett believe the supermarket group will beat most expectations and, therefore, has been a buyer of the stock this week.

Security product distributor Gardner Group put on 4 to 35p on the announcement of its purchase of Bridgeman's security division for £9.0m in cash - £500,000 more than Bridgeman's market value.

Bridgeman added 5 at 64p.

A big buyer said to be working



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on a similar lack of direction among Composites with Sun Alliance down 11 at 115p ahead of today's figures and General Accident up 16 at 66p. Although the market is looking for excellent profits from Sun Alliance, dealers said that the expected good results were already in the price so investors were beginning to turn their backs on the stock.

As for General Accident, the Liverpool-based broker Char-

terhouse Tilney is recommending clients to switch into the stock from Sun Alliance because it believes there is greater potential upside in the former's share price. "The switch is sound on the yield differential between the two stocks and their recent relative performances," said Mr John Marr, the insurance analyst at Tilney.

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*Continued on next page*

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Unit Price	Offer Price	# of Units	Yield Gross	Unit Price	Offer Price	# of Units	Yield Gross	Unit Price	Offer Price	# of Units	Yield Gross	Unit Price	Offer Price	# of Units	Yield Gross	Unit Price	Offer Price	# of Units	Yield Gross			
Pioneer Mutual Insurance Co Ltd 16 Century Rd, Waterford, U.S.A. Managed Fund ...	120.4	206.6		Prudential Helborn Pension Ltd 30 Old Burlington St, London W1X 1LB	61.459	33.34		Scottish Amicable Life Assurance Co Ltd - Contd.	64.159	22.23		Scandinavia Life Assurance Co Ltd - Contd.	122.122	10.00		Standard Bank of Canada Funds - Contd.	21.49	1.25		John Cottrell Mutual International Ltd Caversham, U.K.	22.875	0.625
Money Fund ...	118.0	134.3		Balanced ...	540.7	252.5		Dividend Fund ...	102.5	102.5		Teachers' Assurance Company Ltd 122 Chancery Lane, London EC4A 1JL	30.00	0.77		Vanguard Fund Management Ltd 120.49	1.12		Hannover Reinsurance Co Ltd Hannover, Germany	22.50	0.42	
Pens Fund (Int'l) ...	120.5	134.3		Globe Equity ...	220.4	220.4		First Interest ...	240.5	240.5		U.S. Fund ...	102.5	102.5		State Bond Fund ...	102.5	1.00		Deutsche Reinsurance Co Ltd Frankfurt, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Property ...	272.5	272.5		Income Fund ...	240.5	240.5		Monetary Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Global Listed Gilts ...	194.9	194.9		Cap. Growth ...	150.5	150.5		Small Business Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Calibrated ...	197.9	197.9		Conservative ...	150.5	150.5		Corporate Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		North America ...	162.5	162.5		Income Fund ...	150.5	150.5		International Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Europe ...	181.9	181.9		Perf. Income ...	150.5	150.5		Corporate Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Small Companies ...	176.5	176.5		Excess Cash Inv. ...	122.9	122.9		International Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Small Companies ...	176.5	176.5		Excess Cash Inv. ...	122.9	122.9		Corporate Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Pens Fund (Int'l) ...	120.5	134.3		Building Society Fund ...	117.4	117.4		Excess Cash Inv. ...	122.9	122.9		Corporate Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Prudential Life Assurance Co Ltd 52% of Partnership Fund ...	644.4	587.2		Prudential Policies Limited 61-62 Finsbury Square, London EC2M 7EP	61.459	22.23		Scandinavia Life Assurance Co Ltd - Contd.	122.122	10.00		Teachers' Assurance Company Ltd 122 Chancery Lane, London EC4A 1JL	30.00	0.77		Vanguard Fund Management Ltd 120.49	1.12		John Cottrell Mutual International Ltd Caversham, U.K.	22.875	0.625	
American Fund ...	110.0	116.6	-0.1	Prudential Policies Limited 61-62 Finsbury Square, London EC2M 7EP	61.459	22.23		Dividend Fund ...	102.5	102.5		U.S. Fund ...	102.5	102.5		State Bond Fund ...	102.5	1.00		Deutsche Reinsurance Co Ltd Frankfurt, Germany	22.50	0.42
Balance ...	27.0	28.0		Prudential Policies Limited 61-62 Finsbury Square, London EC2M 7EP	61.459	22.23		Income Fund ...	102.5	102.5		Monetary Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
GT Managed ...	175.0	180.0		Prudential Policies Limited 61-62 Finsbury Square, London EC2M 7EP	61.459	22.23		Perf. Income ...	102.5	102.5		Small Business Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
Gilt Managed ...	175.0	180.0		Prudential Policies Limited 61-62 Finsbury Square, London EC2M 7EP	61.459	22.23		Perf. Income ...	102.5	102.5		Corporate Bond Fund ...	102.5	102.5		Equity Income Fund ...	102.5	1.00		General Reinsurance Co Ltd Hannover, Germany	22.50	0.42
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Gilt Managed ...	175.0	180.0		Prudential Policies Limited 61-62																		

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## **BRITISH FUNDS**

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## FOREIGN EXCHANGES

## Dollar stays in narrow range

THE DOLLAR lost ground in nervous trading yesterday, failing to move over DM1.8750 but holding above a key support level at DM1.8640. The determination of the Group of Seven nations to maintain dollar stability was sufficient to encourage many investors to take profits and retreat to the sidelines.

The weaker tone meant that central banks stayed away from the market place, but traders are under no illusions that a further attempt to break through DM1.8900 will prompt dollar sales by the central banks, including the Bank of Japan which intervened on Monday for the first time since 1985.

The US unit opened at just below DM1.87 but edged up to a high of DM1.8850 soon after the start of trading in New York. However, the slightly firmer trend was reversed after comments by Mr Peter Gerego, the French Finance Minister. Speaking in Washington after the IMF's Group of Seven meeting, Mr Gerego stressed that a further rise in the dollar would hinder the correction of global trade imbalances and trigger competitive interest rate increases.

## \$ IN NEW YORK

	Apr. 4	Latest	Previous Close
1 month	1.7990-1.7910	1.7925-1.7925	1.7900-1.7925
3 months	1.791-1.7905	1.75-1.7505	1.75-1.7505
12 months	1.7905-1.7905	1.7905-1.7905	1.7905-1.7905

Forward premiums and discounts apply to the US dollar

## STERLING INDEX

	Apr. 4	Previous
8.30	95.4	94.9
9.00	95.5	94.9
10.00	95.5	94.9
11.00	95.4	94.9
12.00	95.4	94.9
13.00	95.3	94.9
2.00	95.3	94.9
3.00	95.4	94.9
4.00	95.6	95.0

Exchange rate is convertible francs. Financial franc 64.93-67.02. 30-day forward dollar 2.05-2.06. 12 months

2.04-2.05

## CURRENCY RATES

	Apr. 4	Bank rate	Special Drawing Rights	European Currency Unit	Yen
Sterling	0.7020/02	0.6534/62			
U.S. Dollar	7	1.1114			
Canadian \$	12.39	1.5757	1.5252		
Australian \$	14.46	14.4450	14.4450		
Belgian Franc	7.75	51.1415	51.1415		
Danish Krone	75	9.0550	9.0550		
Denmark Mark	5.00	2.5268	2.5268		
French Franc	91	6.4332	6.4332		
Italian Lira	1.00	7.0254	7.0254		
Swiss Franc	1.00	0.4952	0.4952		
Norwegian Krone	8.00	8.0728	8.0728		
Spanish Peseta	151.02	125.45	125.45		
Swedish Krona	8.4	1.2033	1.2033		
Singapore Dollar	2.04	2.1432	2.1432		
Greek Drachma	20.4	17.656	17.656		
Iraqi Dinar	1.00	1.7504	1.7504		

All SW rates are for Apr. 3

## CURRENCY MOVEMENTS

	Bank of England	Morgan Stanley	Changes %
Sterling	95.6	-14.5	
U.S. Dollar	67.9	-5.8	
Canadian \$	12.39	1.5757	1.5252
Australian \$	14.46	14.4450	14.4450
Belgian Franc	7.75	51.1415	51.1415
Danish Krone	75	9.0550	9.0550
Denmark Mark	5.00	2.5268	2.5268
French Franc	91	6.4332	6.4332
Italian Lira	1.00	7.0254	7.0254
Swiss Franc	1.00	0.4952	0.4952
Norwegian Krone	8.00	8.0728	8.0728
Spanish Peseta	151.02	125.45	125.45
Swedish Krona	8.4	1.2033	1.2033
Singapore Dollar	2.04	2.1432	2.1432
Greek Drachma	20.4	17.656	17.656
Iraqi Dinar	1.00	1.7504	1.7504

Morgan Stanley changes: average 1980-1982 rates of English Pounds. Average 1982-1983 rates are for April 3.

## OTHER CURRENCIES

	Apr. 4	E	S
Argentina	84.8330-85.0340	49.7000-50.0000	
Brazil	1.4290-1.7080	1.4950-1.5000	
Finland	7.1763-7.1975	7.2070-7.2090	
Greece	1.2616-1.2616	1.2616-1.2616	
Hong Kong	13.2720-13.2745	13.2720-13.2750	
Iceland	13.20-13.20	13.20-13.20	
Japan	10.10-10.10	10.10-10.10	
Kuwait	0.4920-0.4925	0.4920-0.4925	
Luxembourg	65.75-66.85	65.75-66.85	
Mexico	405.50-410.50	405.50-410.50	
New Zealand	2.7643-2.7643	2.7643-2.7643	
Peru	3.3233-3.3290	3.3233-3.3290	
S. Africa	4.3416-4.3420	4.3416-4.3420	
Thailand	45.40-46.10	45.40-46.10	
U.A.E.	6.7650-6.7650	6.7650-6.7650	

Selling rate

Per 1,000 French Fr. per 10 Lira per 1,000 Belgian Fr. per 100.

## MONEY MARKETS

## London rates ease

THERE WAS a slight softening of interest rates in London yesterday, as the market responded to a stronger pound and comfortable day-to-day credit conditions.

Comments by Mr Nigel Lawson, the Chancellor, about raising interest rates if sterling should fall, had a paradoxical

UK clearing bank base lending rate 13 per cent from November 25

impact on the money market, helping to encourage the softer tone because the pound was in effect being talked higher.

Three-month sterling interbank eased to 13½-13 per cent from 13½-13½ per cent and 12-month to 13½-13½ per cent. Credit was in free supply in the market, helping to keep seven-day money soft at 12½-12½ per cent.

The Bank of England initially forecast a money market credit surplus of around £100m, but revised this to a flat position at noon, and back to a surplus of £100m in the afternoon.

There was no action by the authorities in the morning, but in the afternoon the Bank of England absorbed part of the surplus by selling £50m Treasury bills, due today, at rates of 12½-12½ per cent.

## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar stays in narrow range

The dollar touched a low of DM1.8840 before recovering to finish at DM1.8700 on Monday. It was also lower against the yen at Y130.90 from Y132.05. Elsewhere, it finished at SF1.6310 from SF1.6480 and FF1.6310 compared with FF1.6325. On Bank of England figures, the dollar's exchange rate index fell from 65.5 to 67.9.

The dollar now seems likely to stay within a fairly narrow band until the next key pointer on the economy. US employment data, which is due on Friday.

Sterling opened on a firmer note as investors took heart from comments by Mr Nigel Lawson, the UK Chancellor, that any serious risk of fall in sterling would not be acceptable and that the world would no longer be accepting him as chairman by the authorities in increasing interest rates to defend the pound, as and when necessary.

UK interest rates were slightly lower yesterday as

sterling's exchange rate index improved to 95.6 at the close, up from an opening level of 95.4 and 95.0 at the close on Monday.

The pound rose to \$1.7065 from \$1.6860 and DM3.1900 compared with DM3.1725. It was also higher against the yen at Y223.50 from Y222.75. Elsewhere, it finished at SF1.7850 from SF1.7775 and FF1.7675 from FF1.7610.

The D-Mark moved up slightly against the French franc to finish at FF1.3745 in London, against FF1.3720 at the Paris fixing. However, there was little change from the close on Monday of FF1.3750. Nevertheless, the D-Mark gained underlying support from a weaker dollar, and the Bundesbank's latest sale and repurchase tender has no minimum bid rate.

Average exchange rates for major currencies against the dollar in March were: sterling 1.7137; the D-Mark 1.8648; and the Japanese yen 130.36.

## EMS EUROPEAN CURRENCY UNIT RATES

	Euro currency	Central bank rate against Ecu	% change	Central rate	% change adjusted for divergence	Difference from %
Belgian Franc	42.682	43.5000	+2.67	43.5000	+0.94	+1.5344
Canadian \$	7.0520	6.9200	+2.23	7.0520	+0.94	+1.0581
Denmark Krone	6.9043	7.0254	+1.09	6.9043	+0.94	+0.5674
Dutch Guilder	2.1214	2.1214	+1.04	2.1214	+0.94	+0.1242
French Franc	0.4920	0.4920	+0.94	0.4920	+0.94	+0.0720
Italian Lira	10.3720	10.3720	+0.94	10.3720	+0.94	+0.0720
Swiss Franc	1.0000	1.0000	+0.94	1.0000	+0.94	+0.0720

Estimated rates are for Euro currency. Forward rates apply to the Ecu. Adjustment calculated by Financial Times.

## FINANCIAL FUTURES

## Fall in reserves hits confidence

SHORT STERLING for June delivery edged slightly higher in the last few trades on Liffe yesterday, to close at 87.04, compared with 87.04 on Monday.

The mood appears to have changed significantly recently, and traders were not prepared to become more enthusiastic

about the future prospects for UK interest rates, in spite of a better

# **WORLD STOCK MARKETS**

**INDICES**

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# **FINANCIAL TIMES**

Europe's Business Newsmagazine

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*4pm prices April 4*

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

## **NYSE COMPOSITE PRICES**

**12 Month  
High Low Stock Div. Yld E 1988 High Low**  
**Continued from previous Page**

12 Month	P/E 52w				Chg/Prc				P/E 52w				Chg/Prc				P/E 52w				Chg/Prc						
High	Low	Stock	Dv.	Yield	52WkHigh	52WkLow	Chg.	Prev.	High	Low	Stock	Dv.	Yield	52WkHigh	52WkLow	Chg.	Prev.	High	Low	Stock	Dv.	Yield	52WkHigh	52WkLow	Chg.		
<b>Continued from previous Page</b>																											
12%	51	RocEq	35	455	10%	8%	+3%	+4	17%	11%	SunEd	150	2	455	21%	-2%	-4	25%	25	US Surg	.50	17.75	177	35%	34%	+1	
17%	92	Rosbok	30	21	12	9200	144	-15%	-14%	15%	14	SunEd	1,050	23	475	12%	-2%	-4	32%	47	USWest	3.75	8.10	1480	82%	82	+4
7	7-8	Royal	4	7-8	7-8	7-8	7-8	7-8	7-8	7-8	SunEd	1,230	23	320	314	-2%	-4	34%	34	UStarTech	1.80	3.4	9375	45%	45	-5	
16	7	RoyGen	24	33	500	500	6%	+2%	6%	7%	SunEd	1,380	5	1,180	1,050	-2%	-4	35%	27	United	1.82	3.4	941	3475	50	+1	
7	7	RoyGen	17	24	8	35	12%	12%	12%	12%	SunEd	1,380	32	105	105	-2%	-4	36%	27	UStarTech	1.82	3.4	941	3475	50	+1	
15	7	RoyGen	28	34	174	174	6%	-1%	6%	7%	SunEd	1,380	44	85	85	-2%	-4	37%	27	UStarTech	1.82	3.4	941	3475	50	+1	
14	44	RoyGen	20	43	22	80	4%	4%	4%	4%	SunEd	1,380	54	85	85	-2%	-4	38%	27	UStarTech	1.82	3.4	941	3475	50	+1	
44	44	RoyGen	128	29	2	430	45%	45%	45%	45%	SunEd	1,380	56	1,180	1,050	-2%	-4	39%	27	UStarTech	1.82	3.4	941	3475	50	+1	
24	76	RoyGen	76	84	22	274	274	274	274	SunEd	1,380	58	1,180	1,050	-2%	-4	40%	27	UStarTech	1.82	3.4	941	3475	50	+1		
24	40	RoyMed	1.60	3.0	6	2,143	600	-	-	SunEd	1,380	60	1,180	1,050	-2%	-4	41%	27	UStarTech	1.82	3.4	941	3475	50	+1		
40	24	RubAid	.82	2.4	15	1,701	34	-	-	SunEd	1,380	62	1,180	1,050	-2%	-4	42%	27	UStarTech	1.82	3.4	941	3475	50	+1		
1	14	RubOak	5	8	920	920	-	-	SunEd	1,380	64	1,180	1,050	-2%	-4	43%	27	UStarTech	1.82	3.4	941	3475	50	+1			
10%	51	Rubkin	7	10	8	920	920	-	-	SunEd	1,380	66	1,180	1,050	-2%	-4	44%	27	UStarTech	1.82	3.4	941	3475	50	+1		
21%	21	Rubkin	1.50	5.6	475	175	-	-	SunEd	1,380	68	1,180	1,050	-2%	-4	45%	27	UStarTech	1.82	3.4	941	3475	50	+1			
20%	18	Rucker	1.84	4.4	14	54	500	-	-	SunEd	1,380	70	1,180	1,050	-2%	-4	46%	27	UStarTech	1.82	3.4	941	3475	50	+1		
17%	17	Ruchon	.72	2.3	7	2,050	22%	22%	22%	SunEd	1,380	72	1,180	1,050	-2%	-4	47%	27	UStarTech	1.82	3.4	941	3475	50	+1		
5%	51	Ruchon	2	6	2	2,050	22%	22%	22%	SunEd	1,380	74	1,180	1,050	-2%	-4	48%	27	UStarTech	1.82	3.4	941	3475	50	+1		
37%	20	RuhRus	1.12	3.6	8	287	32%	32%	32%	SunEd	1,380	76	1,180	1,050	-2%	-4	49%	27	UStarTech	1.82	3.4	941	3475	50	+1		
19%	9	Rum	.06	2.75	1549	111	-	-	SunEd	1,380	78	1,180	1,050	-2%	-4	50%	27	UStarTech	1.82	3.4	941	3475	50	+1			
14%	44	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	80	1,180	1,050	-2%	-4	51%	27	UStarTech	1.82	3.4	941	3475	50	+1		
45%	27	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	82	1,180	1,050	-2%	-4	52%	27	UStarTech	1.82	3.4	941	3475	50	+1		
27%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	84	1,180	1,050	-2%	-4	53%	27	UStarTech	1.82	3.4	941	3475	50	+1		
12%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	86	1,180	1,050	-2%	-4	54%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	88	1,180	1,050	-2%	-4	55%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	90	1,180	1,050	-2%	-4	56%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	92	1,180	1,050	-2%	-4	57%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	94	1,180	1,050	-2%	-4	58%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	96	1,180	1,050	-2%	-4	59%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	98	1,180	1,050	-2%	-4	60%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	100	1,180	1,050	-2%	-4	61%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	102	1,180	1,050	-2%	-4	62%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	104	1,180	1,050	-2%	-4	63%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	106	1,180	1,050	-2%	-4	64%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	108	1,180	1,050	-2%	-4	65%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	110	1,180	1,050	-2%	-4	66%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	112	1,180	1,050	-2%	-4	67%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	114	1,180	1,050	-2%	-4	68%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	116	1,180	1,050	-2%	-4	69%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	118	1,180	1,050	-2%	-4	70%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	120	1,180	1,050	-2%	-4	71%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	122	1,180	1,050	-2%	-4	72%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	124	1,180	1,050	-2%	-4	73%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	126	1,180	1,050	-2%	-4	74%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	128	1,180	1,050	-2%	-4	75%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	130	1,180	1,050	-2%	-4	76%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	132	1,180	1,050	-2%	-4	77%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	134	1,180	1,050	-2%	-4	78%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	136	1,180	1,050	-2%	-4	79%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	138	1,180	1,050	-2%	-4	80%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	140	1,180	1,050	-2%	-4	81%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	142	1,180	1,050	-2%	-4	82%	27	UStarTech	1.82	3.4	941	3475	50	+1		
15%	14	Rum	.50	1.2	21	2,150	40%	40%	40%	SunEd	1,380	144	1,180	1,050	-2%	-4	83%	27	UStarTech	1.82	3.4	941	3475	50	+1		
14%	21	Rum	.50	1.2																							

#### **AMEX COMPOSITE PRICES**

4pm pr  
4p

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FINANCIAL TIMES

## **OVER-THE-COUNTER**

*Nasdaq national market.  
3pm prices April 4*

Stock	Dhr.	Sales	High	Low	Last	Chng	Stock	Dhr.	Sales	High	Low	Last	Chng	Stock	Dhr.	Sales	High	Low	Last	Chng
A&W Bd	25	1223	204	198	200	-	Stock	13	134	134	134	134	+ 4	Stock	47	49	140	14	132	- 2
ADC	16	5	113	25	25	-	DardOp	13	124	124	124	124	+ 4	Reeves	49	167	51	51	51	+ 2
ADT	287	263	263	263	263	-	DarSwtch	17	948	54	54	54	+ 4	Regina	30	310	4	3	3	+ 2
ASP	10	93	123	123	123	-	DataCap	16	196	354	354	354	+ 4	RegBc	48	14	160	16	154	- 2
ALC h	14	1108	35	32	32	-	DashShp	20	177	20	20	20	+ 4	ReTech	17	14	14	14	14	-
AST	14	2032	13	12	12	-	Debate	17	3	214	214	214	-	RepIn	20	2022	35	35	35	-
AtmCo	15	107	100	65	65	-	Debate	17	3	214	214	214	-	RhinePl	7	69	6	44	44	+ 2
AtmCo	15	246	24	24	24	-	Debate	17	3	214	214	214	-	RidgeP	125	10	15	15	15	-
AtmCo	23	187	174	174	174	-	Debate	17	3	214	214	214	-	RoadSt	110	15	21	20	20	+ 1
AtmCo	15	121	143	143	143	-	Debate	17	3	214	214	214	-	Roufis	15	12	11	10	10	-
AtmCo	15	108	132	132	132	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	1159	64	54	54	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	488	31	30	31	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	14	108	125	125	125	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	1765	124	124	124	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	157	70	74	74	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	359	144	144	144	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	272	54	54	54	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	20	102	102	102	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	121	114	114	114	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	124	124	124	124	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
AtmCo	15	124	124	124	124	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
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AtmCo	15	124	124	124	124	-	Debate	17	3	214	214	214	-	Roufis	14	11	11	10	10	-
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## AMERICA

## Timid Dow eyes dollar movements

## Wall Street

A LACK of fresh economic news kept equities trading in a tight range yesterday with a bias towards weakness, writes Janet Bush in New York.

The Dow Jones Industrial Average closed 6.60 lower at 2,238.20 on only moderate volume of 160.7m shares.

Like the US Treasury bond market, stocks tended to track movements in the dollar, with interest rates at centre stage after the weekend meeting of the Group of Seven and its strongly worded official statement warning that it did not want to see a higher dollar.

That statement was followed up yesterday by comments from Mr Pierre Béregovoy, French economics minister, who repeated that G7 did not want a higher dollar.

The US currency's performance has been rather resilient considering the tone of the G7 statement - more forceful than the usualodyne release after meetings - and the coordinated intervention of Monday, which included dollar sales by the Bank of Japan.

## EUROPE

## Amsterdam and Madrid climb to new highs

IN A mixed day for European bourses, Amsterdam and Madrid reached new highs for the year, and speculative activity returned to Paris, writes Our Markets Staff.

AMSTERDAM had an active session, with turnover swelled by hefty switches in leading blue chips. Helped by speculative buying, the CBS tendency index rose 0.5 to a year's high of 174.5 in turnover worth F1.95bn. Internationals were weaker following a lower start on Wall Street.

Royal Dutch was the most active stock, easing 50 cents to F1.133, followed by Akzo, which was off 10 cents at F1.151.90 after blocks as large as F1.15m worth of shares were traded.

Publisher Elsevier was the third most actively traded stock, ending 20 cents lower at F1.65.20 on profit-taking after its strong run on Monday.

The transport and storage sector was up with Porthos rising F1.3 to F1.131 before its results tomorrow. It was also the subject of speculation after announcing it would hold a

dollar's ability to hold up in spite of these pressures has helped keep both bonds and stocks steady. The currency started off weak yesterday after Mr Béregovoy's comments but managed to hover just above its lows in late trading. It was quoted in New York at Y130.95 on Y130.60 and at DM1.8620 on DM1.8625 earlier today.

This helped some individual issues end yesterday. For example, there were the news that Mr Harold Simmons, the investor, had purchased stakes in four companies which prompted speculation that he may try to acquire one of them.

Phelps Dodge, the largest copper producer in the US, rose 2% to \$56 on the New York Stock Exchange and PACCAR gained 3% to \$48.3% in over-the-counter trading. Lockheed, which Mr Simmons now has a 5.3 per cent stake in, dropped \$2 to \$47.4% having risen sharply on Monday and Chrysler, the fourth company, fell \$1 to \$24.1%.

Analysts explained the only selective gains of Mr Simmons' new stable of investments by arguing that PACCAR and Phelps Dodge were most like his previous investments

sessions (apart from the day when the Dow fell 1.8%) has not been all that encouraging, and the rally on Monday was helped considerably by a speculative froth around rumoured takeover candidates.

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which had tended to concentrate in cyclical industries.

The technology sector was under pressure yesterday after Tandem Computers said that it expected revenue for the quarter ended March to fall below analysts' forecasts. Tandem dropped \$2 to \$14.4%.

Among other computer issues, Compaq slipped 6% to \$69.7%, Hewlett-Packard fell 5% to \$51.4% and SunGard Data Systems dropped 4% to \$12.3% after the company, which provides disaster recovery services for computers, said that IBM would begin offering the same service.

Whirlpool dropped 3% to \$27.7% after Mr Albert Suter resigned as president and chief operating officer after only eight months.

Canada

Uncertainty about the economy and scepticism about the Government's pledge to cut the deficit saw stocks close lower in light trading.

The composite index fell 9.65 to 355.26. Declines led advances nearly two-to-one in thin volume of 18.2m shares.

## Montreal's market slice increases

THE MONTREAL Exchange is once more gaining market share from its bigger rival, the Toronto Stock Exchange, writes Robert Gibbons in Montreal.

In the first quarter of this year, Montreal took 20.2 per cent of the combined value of trading on both exchanges, up from 18.1 per cent for the whole of 1988.

The best performance came in February, when Montreal's share was almost 24 per cent.

The Montreal exchange is about halfway through a C\$6m (US\$5.7m) upgrading of its computerised trading systems and hopes to extend its market share further, says Mr Bruno Rivkin, president.

Montreal is the only Canadian exchange with electronic trading links with a US board.

However, the Toronto Stock Exchange still handles about 75 per cent of all stock trading by value in the Canadian stock exchanges, including Vancouver and Calgary.

## ASIA PACIFIC

## Yen's recovery inspires another surge in Nikkei

## Tokyo

THE YEN'S strong rebound against the dollar fuelled investors' buying fervour and boosted share prices to another all-time high, writes Michio Nakamoto in Tokyo.

The Nikkei average climbed 270.15 points to close at a record of 31,312.25, its sixth consecutive daily gain. The day's high was 31,340.30 and the low was 30,665.71. Advances led declines by 504 to 331 while 157 issues were

closed Yen to Y1,060. Nippon Steel was second with 112.2m shares and added Y37 to Y265 in heavy trading.

Ishikawajima-Harima Industries was selected on news concerning its plans to build a high-rise building on one of its sites along the Tokyo Bay. It was third most actively traded with 50.6m shares and gained Y1,070.

## Roundup

LARGE losses put Australia into the spotlight in the Asia-Pacific region yesterday, while movements elsewhere were limited.

AUSTRALIA fell heavily as weaker base metal prices, a rise in the local dollar and concern about an increase in interest rates spooked a bout of selling which took the market to its lowest level for 11 months.

The All Ordinaries index found little support below the key 1,450 level and finished 19 down at 1,433.0. Trading was very thin, however, at 72m shares worth A\$1.8m.

Pharmaceuticals, which posted impressive gains on Monday, suffered profit-taking.

Both Sankyo and Takeda lost Y90 to Y2,600 and Y2,440 respectively. Daiichi Seiyaku dropped Y160 to Y1,020.

Gold and mining issues were particularly hit by the jump in the Australian dollar.

HONG KONG was given a late boost by foreign buying, ending higher in spite of expectations of a slow day before today's Ching Ming grave sweeping holiday. The Hang Seng index recovered from earlier losses to end 4.71 higher at 2,591.96.

Volume rose rapidly at the end of the session, with HK\$1.07bn worth of stock changing hands by the close, slightly up on Monday. Only half an hour earlier, total volume was a mere HK\$1.54m.

Utilities were particularly in demand.

SINGAPORE remained cautious, ending mixed after an active afternoon between profit-taking and renewed buying. The Straits Times industrial index gained 5.98 to 1,193.25 in turnover of 37.4m shares, up from Monday's 76.9m.

Two weeks of gains in exceptionally high turnover have now led to a pause, although there was selective buying yesterday, especially in Malaysian stocks.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

special shareholders' meeting on April 20 - only six weeks before its AGM - to seek approval for a range of anti-takeover defences.

Textile company Nykilver last Côte added F1.58 to F1.60 after news it was disposing of its South African assets, which should not only produce a book profit but also open the company up to US institutional investment prohibited until now by its South African links.

The first quarter saw record share turnover of F1.255bn in Amsterdam, up 56 per cent on the same period in 1988, or about 10 per cent, to F1.255.

François was dominated by speculation over the suspension of two CGE subsidiaries - Alsthom and Alcatel - and Alstom's share price with some good demand for quality stocks.

The OMV 50 index rose 2.08 to 462.74 and the CAC 40 index picked up 10.72 to 1,666.50. Volatility was evident at higher than the FF1.5bn seen in recent sessions.

CGE was firm, adding FF431, before releasing

news of 22 per cent higher annual profits, within the range of expectations. The group held a press conference after the market closed and confirmed market rumours of plans to restructure its complicated shareholdings in Alcatel and Alsthom.

The positive picture for the retailing sector painted by French research house Dreyfus helped Printemps 4 per cent higher, up FF24 at FF1.616. Monoprix had a busy day, with 376,000 shares changing hands, and soared FF12.30, or about 10 per cent, to FF12.50.

FRANKFURT was again in focus, closing at its highest level of the year in active trading. The general index rose 3.62 to 291.28, taking its gain over the past eight sessions to 5 per cent.

ZURICH was little changed at the end of the day, with the Crédit Suisse off 0.3 at 563.7. Baer Holdings' bearer shares rose SF1150 to SF12,450 as talk circulated that Banesto of Spain had built a 1 per cent stake.

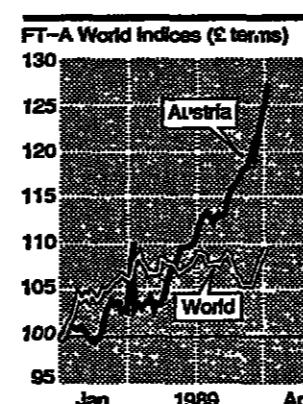
The overall picture for stock markets is bright so far this year. Only one market, Austria, is lower than at the start of 1988, falling by 2.7 per cent in the first quarter.

New Zealand followed suit - troubled also by problems at Chase Corporation - and lost 0.5 per cent, while Hong Kong was little changed, off 0.2 per cent.

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NATIONAL AND REGIONAL MARKETS	MONDAY APRIL 3 1989			FRIDAY MARCH 31 1989			DOLLAR INDEX			
	US Index	Day's Change %	Pound Sterling Index	Local Currency	Gross Div. Yield	Pound Sterling Index	Local Currency Index	1988/89 High	1988/89 Low	Year ago (approx)
Australia (89)	135.24	+0.2	118.93	109.07	5.09	124.91	118.49	109.56	107.12	121.93
Austria (89)	134.91	+2.5	100.17	101.64	2.25	111.15	97.91	109.27	104.91	112.95
Belgium (125)	134.13	+1.1	100.00	102.78	2.07	129.50	117.70	121.58	1	

# **FINANCIAL TIMES SURVEY**



**A change of course  
is due to be  
presented this year  
by the prime  
minister. His radical  
programme would  
reduce the number of taxes and an  
introduction of curbs on the welfare  
public services**

# **Consequences confronted**

COSY, affluent Denmark with its generous welfare state and easygoing life-style, is about to be confronted with the consequence of its profligate ways of the past 40 years.

This summer the country's

mined to take the initiative. After six-and-a-half years in office without a majority for the various coalition governments he has led, Mr Schlüter believes the time has come to force the Danish voters to

This summer the country's Prime Minister, Mr Poule Schithier, intends to present a comprehensive and radical economic programme designed to shake-up the country with tax reductions, moves to reduce the welfare state and curb the insatiable appetite of the huge public services sector. He and his cabinet colleagues believe that Denmark will have to change course dramatically if it is to survive and compete effectively in international markets. With a level of foreign debt equivalent to 40 per cent of the country's gross domestic product, he argues that there really is no alternative to what he has in mind.

"I will try and negotiate the force the Danish voters to recognise they simply cannot go on as they have been doing any longer.

"What we need to see are lower taxes so that we can inspire more investment and more production," he argues. The central government last year accounted for 59.9 per cent of Denmark's gross domestic product, the highest figure in the world except for Sweden. Its highest marginal tax rate is about 68 per cent and this applies on incomes that are only 20 per cent above the average blue-collar worker's wage of DKK170,800 a year, while the minimum marginal rate of income tax is about 50 per cent.

"I will try and negotiate the programme with the other parties in Parliament," he says. But if this fails, he intends to make a direct appeal to the Danish people by calling a referendum, just as he did three years ago to win their approval for the creation of the internal market in the European Community.

This is a high-risk strategy but Mr Schlüter seems determined to claim them. Last year's report on Denmark by the Organisa-

A black and white photograph used in an advertisement. In the center foreground, a bottle of Gordon's London Dry Gin stands upright. The label on the bottle is detailed and legible. Behind the bottle, the London skyline is visible, featuring the Elizabeth Tower (Big Ben) and the Palace of Westminster. A white double-decker bus is captured in motion, driving across a bridge in the middle ground. The background shows the River Thames and the surrounding urban landscape under a clear sky.

# DENMARK

tion for Economic Development and Co-operation noted that the country was one of the few where health spending had "remained almost constant as a share of GDP".

on the left in the opposition Social Democratic party, who do not question the seriousness of Denmark's economic outlook. This year's wage agreement, with only a 3 to 4 per

On the other hand, Denmark has fragmented, small and diverse industries, which many believe face a tough time ahead in competing against the challenge of 1992 and the EC's internal market. Over the past three years there has been a 15 per cent drop in the volume of Danish business investment, weak growth and stagnant productivity. The Federation of Danish Industries believes that resources will have to be transformed from the smaller public

fected from the swollen public sector into the country's manufacturing with an emphasis on a drastic improvement in its international competitiveness. They argue that the Danish public services sector has "crowded out" the country's open market economy.

These views are also shared with varying intensity by many in the trade unions and

doing since the 1960s," declares Mr. Ullmann-Jensen.

Mr Ullmann-Jensen.

A recent public opinion survey carried out by the Psychological Institute at the University of Aarhus suggests they may be right. As many as 90 per cent of those Danes questioned thought the country had been living beyond its means for more than 20 years and 65 per cent said they would accept a fall in their living standards if it would help to solve the economic crisis. Opposition to any further increases in taxation was found to be massive. The study suggests the people are waiting for a lead from the government and Parliament, though it also

sial issue of unemployment benefits, it seems that the government will need all the support it can find for the battle ahead.

Jacques Blum, one of the country's radical sociologists, fears that there has been "a change of atmosphere" that means "the beginning of the end of the welfare state" and he believes that this will mean hard times ahead for Denmark's unemployed, immigrants, drug addicts and the other casualties of a society under strain. He fears that high price may have to be paid in greater racial tension and social polarisation. The revival

and Parliament, though it also found widespread scepticism about politicians and their ability to solve Denmark's problems.

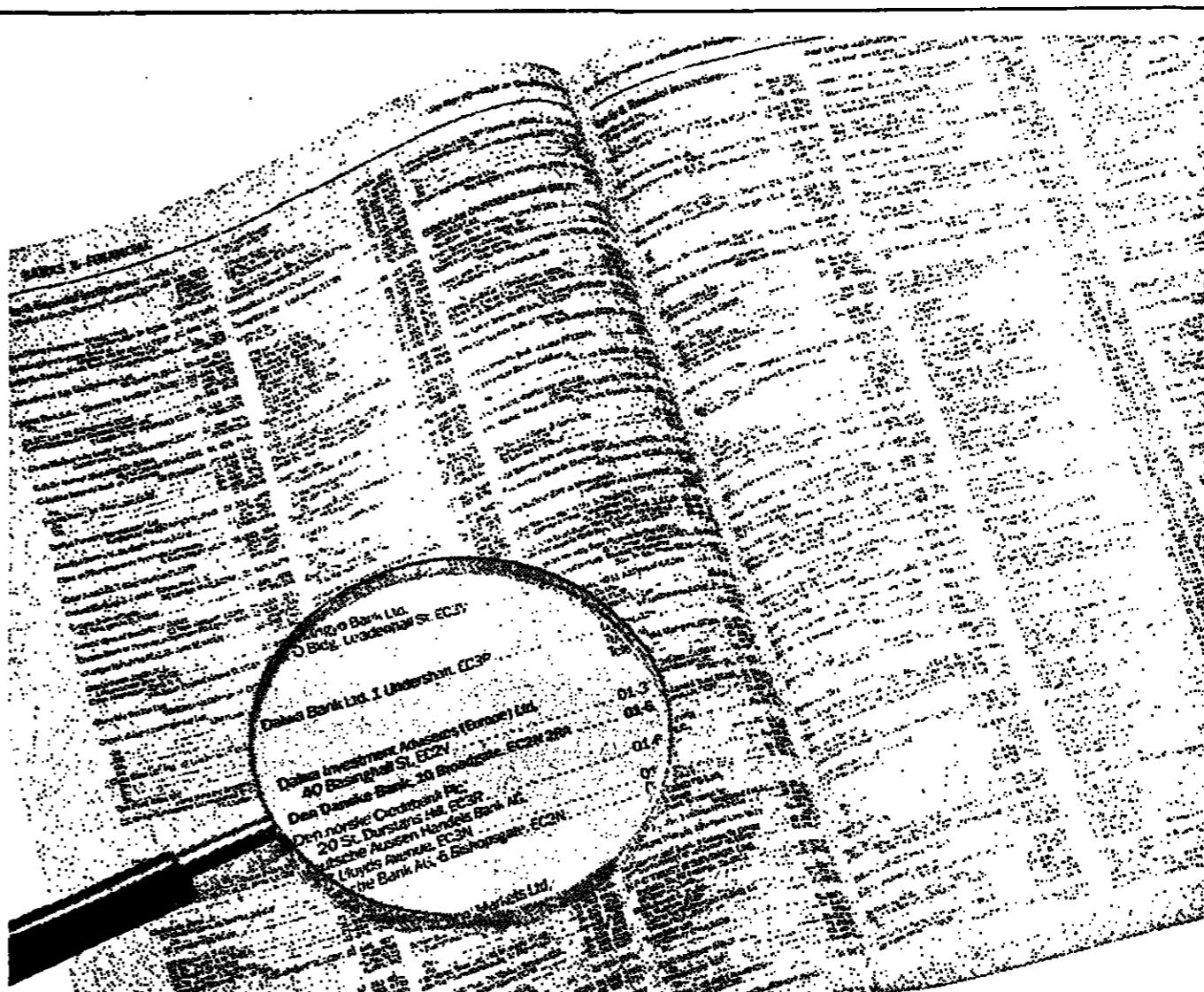
In short, the Danes appear to be more aware of their troubles than at any time in the past six years. This may well give Mr Schlüter encouragement in his planned economic reforms. With action also proposed for social polarisation. The revival of the right-wing populist Progress party is seen by many observers as symptomatic of the contemporary sourness.

But there is a need for some caution. A recent Gallup poll found substantial support for Margaret Thatcher among the Danish voters who believe she has been "good" for Britain, but a similarly large

number also made it clear that they did not believe their country needed the kind of domestic policies she had introduced into Britain. Indeed, Mr Schlüter says: "We don't intend to destroy the welfare state." There may be a greater willingness to tolerate the idea of charges for using the health service among the Danes but no sensible politician can count on popular backing for any divisive strategy that attempts to dismantle the consensual approach of compromise and conciliation which lies at the heart of Danish politics.

tics.	Machinery .....	19.70
With eight political parties in Parliament, no government can ever enjoy the decisive majority necessary to push through single-minded policies. Thanks to an electoral system based on proportional representation and only a 2 per cent support hurdle to be crossed by any party in order to acquire seats in Parliament, it would be political suicide to try and	Transport equipment .....	10.27
	Consumer goods .....	42.57
	Other .....	4.61
	<b>Consumer price change</b>	
	(Dec-Dec 1987-88) .....	4.6%
	<b>GDP growth rate</b>	
	1981-86 average .....	3.3%; 1988
	4.2%; 1987 -0.7%; 1983	
	-0.4%	
	<b>Exchange rate</b>	
	£1 = 12.5550 Danish kroner	
	(29.3.89)	

**Continued on page 1**





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## DENMARK 2

The prime minister seems set to stay in power

## Tactical best under pressure

**MR POULE SCHLUTER** is a born survivor. Prime minister of Denmark for the past six-and-a-half years at the head of a coalition government without a majority in Parliament, he seems to thrive in the Byzantine world of Danish politics with its maze of tiny parties.

When he took office in September 1982 most observers thought he would not last more than a few months. But as the country's first Conservative party leader to be prime minister in this century, he has won through in three consecutive general elections and is expected to stay in power at least until Denmark is due next to go to the polls in the spring of 1990.

Yet, given the uncertainties of Danish politics, nothing can be taken for granted. "I have never had the power that prime ministers normally have," says Mr Schlüter. "I have to fight every week for the government's majority and it can be difficult. I have a secret dream to have just one year of majority government. I told Margaret Thatcher that recently and she replied '12 years is better'."

But despite his lack of firm support in Parliament, Mr Schlüter has never been a mere caretaker prime minister. In his early years in office he pushed through a tough economic strategy, at least by easy-going Danish standards, that put an end to the highly inflationary indexation of wages and prices, curbed public expenditure and raised new taxes. The aim was to call a halt to the country's economic self-indulgence.

As a result, his government eliminated a budget deficit that reached an horrendous 11 per cent of gross domestic product in 1982-83 and created an actual surplus four years later. In the words of the Organisation for Economic Co-operation and Development in its latest Danish survey this achievement "has no match in the OECD area".

However, this did not prove enough to conquer Denmark's underlying economic difficulties and the country's current external deficit continued to rise, reaching Dkr34.7bn in

1986. As a result, Mr Schlüter was compelled to dampen down domestic demand from the autumn of that year and take further remedial action in the 1987 budget. But he is far from satisfied by the progress the Danish economy has made over the past three years.

It is a necessity of the Danish parliamentary scene that the prime minister must spend his time trying to find compromises between the parties in order to govern. But he does not disguise his frustration at his inability to take the radical steps that he believes are needed to deal with the country's underlying economic ills.

"In my opinion Denmark crossed the line 10 years ago

when the bulk of responsibility was placed too much on the public authorities," he argues.

"Too many Danes became spoilt and they thought they could go on for ever but they couldn't. Between 1985 and 1987 public spending went on rising year after year regardless of whether the economy could afford it."

Mr Schlüter believes that people now recognise that the Danish welfare state will have to be re-appraised. "We will not abolish anything," he says. "But we will have to adjust it severely to what is within our economic capacity." The prime minister made his intentions very clear in his speech to the new Parliament last October when he warned that the whole of Danish society needed a shake-up with a series of measures to make the economy more efficient and reduce the dominance of the public sector.

His aim is to cut 100,000 posts out of the government bureaucracy over the next 10 years. But at the moment total government expenditure as a share of gross domestic product in Denmark is the third highest in the OECD area after

Sweden and Holland.

"We are preparing a drastic change in the national budget," promises Mr Schlüter. "This will come in June with the intention of making it possible to cut taxation severely."

The highest marginal tax rate for Danes is about 68 per cent, which is applied on incomes that are only 20 per cent above the average income for a blue-collar worker earning around Dkr170,000 and the lowest tax rate is as high as 51 per cent on an annual income of Dkr30,000.

The level of corporate taxation is also high, with a 57 per cent rate and a flat rate of 22 per cent applied across a wide range of goods and services.

The prime minister insists



Mr Schlüter: born survivor

that the forthcoming tax package will be drastic. Some of his cabinet colleagues describe it as a "horror" programme for the public sector. But Mr Schlüter admits that he cannot force through any measures that fail to win broad support in Parliament. He is looking for backing from the opposition Social Democrats as was achieved recently on defence, but this will not be easy to achieve when that party has considerable support among those third of Danes employed in the public sector.

Moreover the prime minister hopes that the employers and the trade unions will also be involved in the reshaping of the Danish taxation system and the public sector. "I am sure that we can find agreement among ourselves," he says. But he has also made it clear that he will put the whole package to the people in a referendum if necessary if the political parties fail to compromise and swallow a good deal of what he is prepared to do.

With only 15.3 per cent support in last spring's general election and 35 MPs in the 179 seat Parliament, Mr Schlüter's Conservative Party can hardly regard itself as a dominant force in Danish politics. But the prime minister has shown a high skill in manoeuvring his way through the parliamentary complexities and there is no obvious reason why he cannot go on doing this for some years

Robert Taylor

**CRISIS?** What crisis? Looking around at the visible state of Denmark it is hard to find many signs of social discontent and human misery. Indeed, the facts of Danish life suggest the vast majority of the people have never had it so good. A recent publication from the Central Bureau of Statistics and the Danish Institute of Social Research provides a useful guide to contemporary realities.

Danish males born today can expect to live on average to the age of 71.5 years and females to 77.5 years. Infant mortality at 7.7 per thousand live births is among the best in the world. It is true nearly a quarter of Danes complain of pains in the shoulder, neck or back and that 10 per cent of them suffer from fatigue and insomnia. As many as a third say they cannot climb up a flight of stairs without a rest and 51 per cent took some kind of medicine in the two weeks before they were surveyed. But 44 per cent of men and 42 per cent of women play sport or take exercise.

Fourty seven per cent of Danes smoke today compared with 57 per cent 20 years ago with a noticeable rise in the number of women who smoke. But they drink less alcohol than they used to do. Only 18 per cent of men and 4 per cent of women still drink 11 or more glasses of liquor a week. Danish teeth are rather good. As many as 67 per cent of Danes still have all their natural teeth or 20 or more.

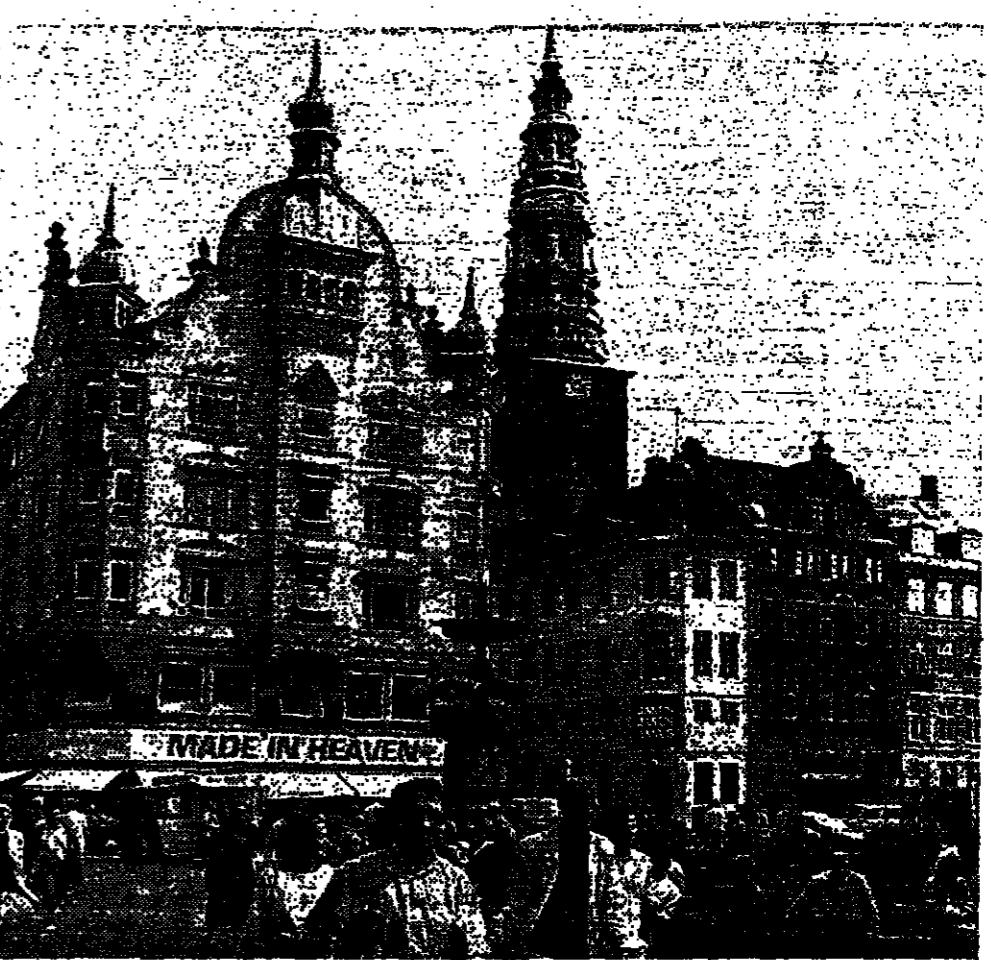
The Danes are very well educated nowadays. As many as 31 per cent of them receive some form of general education in the year, while a third visit the library frequently. More go to the theatre (28 per cent), the cinema (25 per cent), and classical concerts (12 per cent) than used to do. Fifty five per cent of Danes have five or more weeks' holiday a year.

Just over half the Danes are home owners and 59 per cent of them have a car. Eighty three per cent possess a television, 94 per cent a telephone, 61 per cent a washing machine, 54 per cent a fridge or freezer and 23 per cent an automatic dishwasher.

Denmark may have seen a rise in reported crime over the past decade but most Danes lead quiet, stable lives. However, 3 per cent said they have

## SOCIAL TRENDS

## Quiet and stable lives



On the whole, the social statistics reflect a rather comfortable, healthy, well-educated society

experienced violence themselves over a 12 month period, 14 per cent experienced a theft and 12 per cent malicious damage to property. Despite, or perhaps because of, its liberal attitude to pornography, crimes of a sexual nature have declined over the 1980s. Twelve per cent of Danes said they were afraid of being the victim of a crime.

However, more Danes are committing suicide. In the early 1980s the annual average was 29 per 100,000 of the population with a figure of 37 per 100,000 for men. At the start of the century the figure was 23 and 23 per cent an automatic dishwasher.

Denmark may have seen a rise in reported crime over the past decade but most Danes lead quiet, stable lives. However, 3 per cent said they have

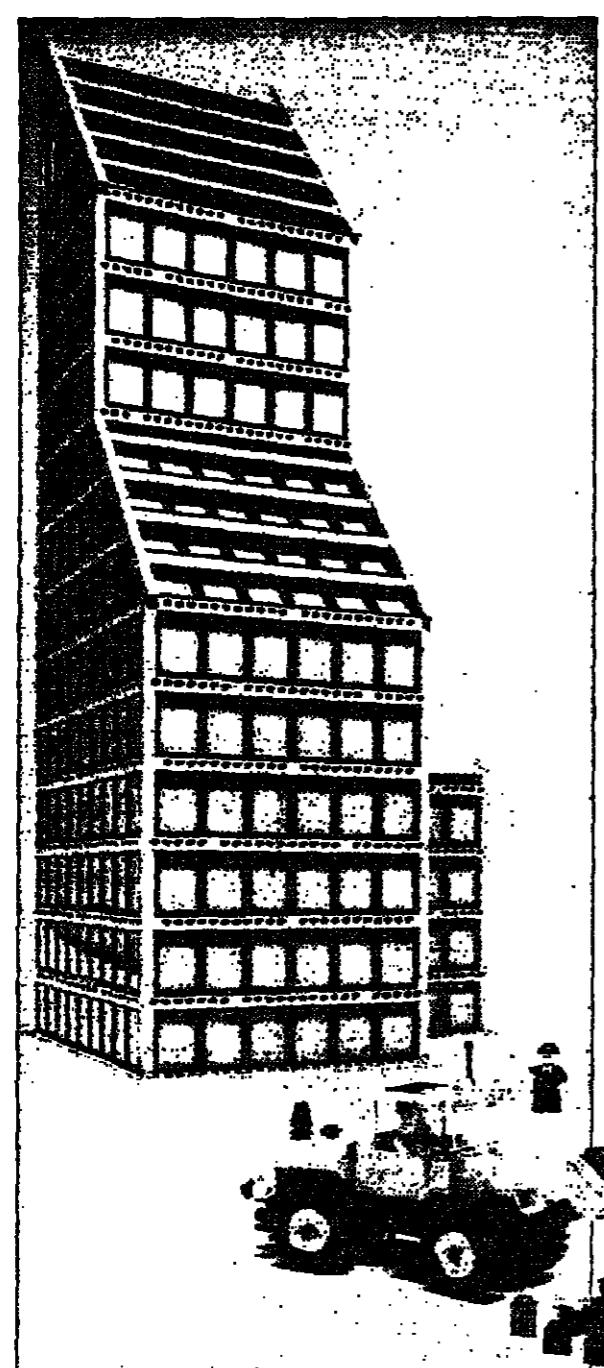
grounds for divorce by 61 per cent of Danes in a recent Gallup survey, compared with 45 per cent who thought so 30 years ago. It is believed the AIDS fear lies behind this figure.

There is also evidence that unemployment has scarred many Danes. As many as a quarter have had some experience of being without a job and 11 per cent of the unemployed say they have been depressed as a result.

But on the whole the social statistics reflect a rather comfortable, healthy, well-educated society, which will make it all the more difficult for the politicians to rally the Danes behind a programme of financial austerity.

Robert Taylor

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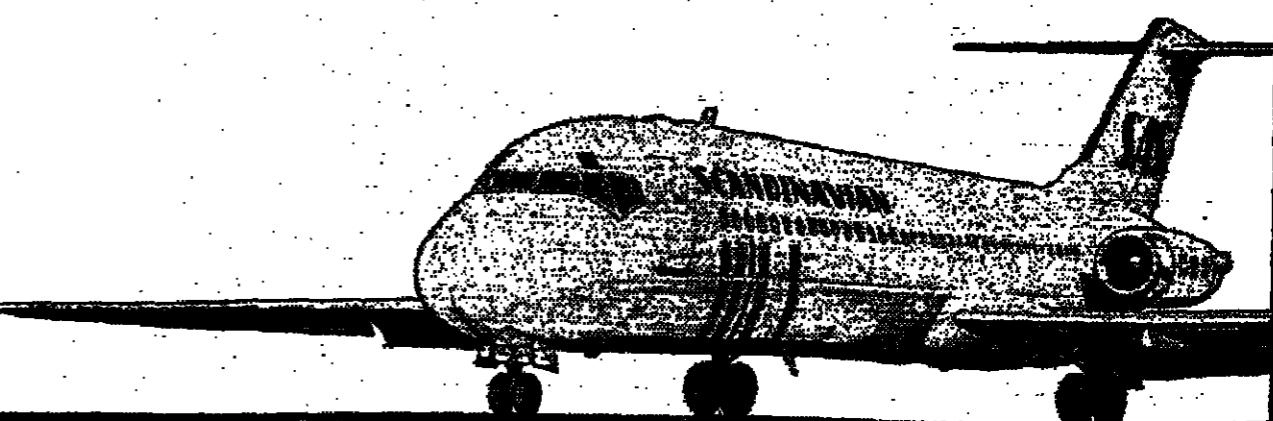
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## DENMARK 3

## ECONOMY

## A long hard road to eliminate deficit

AFTER TWO years of recession, with a decline in real GDP of one per cent in 1987 and about 0.4 per cent in 1988, the Danish economy has entered the recovery phase this year. But it will be a weak recovery, and not enough to prevent a rise in unemployment, which is now about nine per cent.

The recovery will not be sustainable unless a new deterioration in the current balance of payments deficit can be avoided. After 25 consecutive years with current account deficits and a net foreign debt which equals 40 per cent of GDP, the government is giving priority to eliminating the deficit.

Private consumption will not be allowed to increase, public expenditure will be reduced, in real terms, and policies will be implemented to encourage household savings.

This is a harsh mixture for a country with rising unemployment, and the success of this policy approach is dependent on achieving an improvement in labour costs relative to other industrial countries, in order to generate an export-led recovery.

Danes will not have been reduced very much.

Public spending will be cut, initially bringing budget expenditure in 1990, in real terms, back to the 1987 level, but over a period of 10 years the intention is to reduce public sector employment by 100,000 (or about 15 per cent).

Much more use will be made of user-charges for public sector services, and the generous unemployment benefit system is to be reformed, giving the labour market organisations themselves a much greater share of responsibility for financing the benefit system.

"It will be tough, but the Danes can take it," says the prime minister.

In the meantime, the short-term focus is on the country's competitive situation.

In recent weeks, new two-year collective wage agreements have been concluded for both the public and the private

Forecasts for 1989-90		
(Volume % change)	1989	1990
GDP	1.0	1.5
Imports	2.0	2.7
Exports	4.0	4.0
Private consumption	0.5	1.0
Business consumption	-1.2	-0.5
Current account (bn kr)	-11.0	-10.0
Consumer price change	3.5	3.0
Unemployment per cent	9.5	9.5

Source: Economy Ministry

sectors. They are the most moderate settlements for the past 30 years, but it is not certain that this is enough.

The agreements appear to imply an increase in hourly wage costs in industry, including the cost of a fully compensated cut in the working week by 30 minutes each in 1989 and 1990, (bringing the standard week down to 37 hours) and some unavoidable wage drift, of about 4.5 per cent a year.

This should prevent the competitive position from deteriorating, but it may not be enough to improve it significantly, although some Danish commentators have noted, hopefully, that wages in some other OECD countries are now increasing rather faster than expected, perhaps giving Denmark an unexpected bonus.

The background to the 1987-88 recession were tough fiscal measures taken in 1986, when the current account deficit soared to 5.2 per cent of the GDP. Tax penalties were introduced for borrowing to finance consumption and the income tax deduction for mortgage interest was reduced.

In 1988 the basis for raising payroll taxes was altered to the same basis as value added tax, thus exempting exporters. This meant that although hourly wage rates increased by about 6.5 per cent last year, hourly wage costs increased by only 1.2 per cent. Exports rose by about 8 per cent, and profits in export firms were given a boost, as the 1988 results have proved.

As far as the trade balance is concerned, the measures were effective. The current account deficit fell from Dkr36bn in

DENMARK is often regarded by the North Atlantic Treaty Organisation as an unreliable partner in the defence of western Europe.

Indeed, exasperation about the alleged irresponsible antics of the Danes has raised Nato blood pressure on many occasions.

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a survey of public opinion among the Nato partners that found as many as 70 per cent of Danes believed that Nato was essential for Denmark's defence and 60 per cent even thought that US bases were "necessary" in Europe though there never have been any on Danish soil.

But Mr Ellermann-Jensen has made it very clear to the Bush administration in recent weeks that Denmark opposes any early Nato decision to modernise defence programme for the next three years.

It is true that it will involve no real increase in Danish defence spending, which at the moment only amounts to 2.2 per cent of its gross domestic product, one of the lowest contributions in Nato. Last year the Danish defence minister admitted that the country needed to increase its spending to 3 per cent of GDP to meet its alliance commitments. But Nato secretary-general General Werner recently gave his blessing to the defence settlement.

"The amount of GDP we spend does not really tell you very much about our defence effort," says Mr Ellermann-Jensen. "You should not forget that we are adding to the total defence of the West in many ways. We are paying for the achievement of social and political stability in Greenland and the Faroe Islands. The Americans have tracking and military research stations on Greenland and we provide a Danish military presence there as well. We spend as much as 0.91 per cent of our GDP on foreign aid to developing countries and this adds to the cost of defending western defence and values."

Recently the United States information agency published

possible only through a small number of straits through or around Danish territory.

While the Soviet Union gives a higher priority to its military position in the far north of Europe and the central region, the Baltic and therefore Denmark, have considerable value in Moscow's eyes. The capture of Denmark would threaten southern Norway, the UK and the Channel ports opening up "an attack corridor for Warsaw pact airpower". The country is "a kind of buffer between the Warsaw pact and several potentially significant and attractive targets," writes Mr Miller. In his opinion, the Baltic "could play an important, and conceivably even a critical role, in the support and reinforcement of Soviet forces on the central front."

The potential threat to Denmark is real enough, amounting to between 12 and 14 Soviet divisions and 700 tactical combat aircraft based in the northern part of East Germany. In their own defence Denmark has 17,000 soldiers, with reserves of around 55,000 as well as a Home Guard of 75,000 and 48 F-16 aircraft. Under present Nato contingency plans West Germany and the UK's Mobile Force of 13,000 men would provide the military back-up. Since 1976 Denmark has agreed also to accept US air reinforcements consisting of five US squadrons of 75 planes to be based on four Danish airfields in a crisis.

"The dual purpose of Nato - security and negotiation - is still valid," argues Mr Ellermann-Jensen. Perhaps more than most in western Europe, the Danish government is particularly hopeful about the possibilities for wide-ranging negotiations with the Soviet Union.

Robert Taylor

## FOREIGN POLICY

## On the defensive

Christianborg Palace, the seat of the Danish parliament

### Guide to the confusing political scene

## The Folketing maze

HOW COME that in Denmark the Left is always Right and the Radical Left is nothing of the sort?

There are eight parties in the Folketing (Parliament), which causes confusion enough. Their names are calculated to add to the outsider's confusion. SHL, things are better than they were until 1987, when there were 10 parties.

If there were a smooth continuum from left to right it would make matters simpler, but there is not.

Blame it on Det Radikale Venstre Parti (literally, the Radical Left Party, or The Radical Liberals). It is neither radical nor left, but controls the swing vote between the left and right block. It may only win five percent or so of the vote, but its leader,

current Economy Minister Niels Helweg Petersen, is always one of the most influential people in Danish politics, whether in or out of office.

On foreign and defence policy the Radicals side with the Left but on domestic policy with the Right - an unusual policy split which causes endless frustration.

Then there is Venstre Parti (Left Party) which, far from being Left, is firmly and always on the Right, rather more conservative, most people would say, than the Conservative Party.

Fremakridspartiet (Progress Party) is regarded by many as anything but progressive - in fact the most reactionary of the parties. It stands for swinging tax cuts and reductions in public

Hilary Barnes

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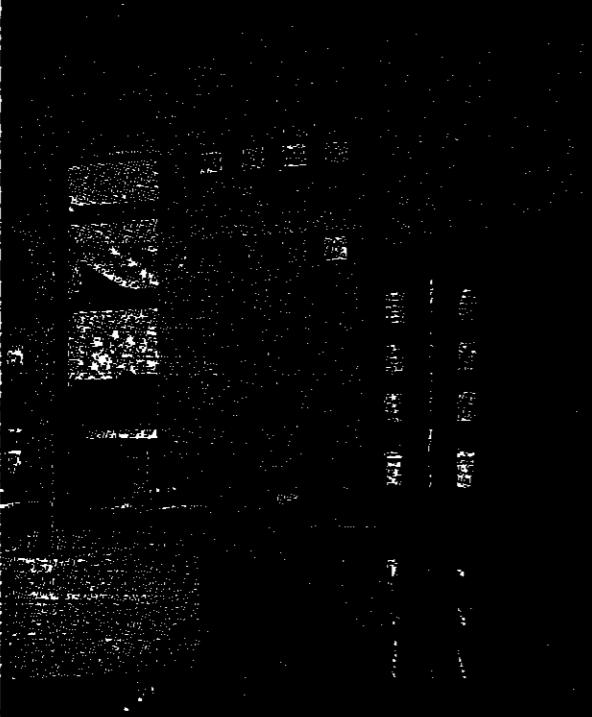
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## DENMARK 4

UK public relations campaign

**'More to us' than bacon**

THE DANES think they have a problem: too few people out in the wide world have got the first idea where or what Denmark is, like the US White House spokesman last year who was asked about a Danish problem: "Danish, what's something we have for breakfast?" he commented.

Those who do associate Denmark with something or other have associations which the Danes are only half-happy about, such as the British schoolgirl who was asked by a market researcher what Denmark meant to her: "Picnic, bacon, pig, pig, pig," she said.

The Danish government has decided that the time has come to do something to brush up awareness of Denmark and what it can do.

Over the coming months the government will spend DKK37m on a major trade campaign in the UK, which ranks third after Germany and Sweden in the Danish trade statistics. If it is a success, the campaign will be followed up with similar campaigns in Germany and elsewhere.

Danish exports to the UK last year totalled DKK21.9bn, 11.6 per cent of total exports, with food, DKK8.0bn, by far the biggest item. Imports from the UK to Denmark were DKK12.6bn, about seven per cent of total imports.

The general idea of the trade campaign, as Denmark's London ambassador, Mr Peter Dyrvig, has put it, is to "put Denmark more in the limelight" - or as Ms Malene Djursaa, author of a survey of British attitudes to Denmark, has it, "to drag Denmark from obscurity".



A display of Danish cheese in Copenhagen and (right) many do not know that the upmarket audio equipment maker is Danish

Ms Djursaa found that a high proportion of respondents did not know that Denmark is a member of Nato (it is; it joined in 1949) or the European Community (it is; it joined with Britain, in 1973).

A second aim of the trade push is to persuade the British that there is more to Denmark than bacon, butter and beer - not that there is anything wrong with those products (as any Dane will tell you, they are second to none) - but the country has more to offer.

Unfortunately, as shown by Ms Djursaa's survey, carried out among middle and top-level managers and students in higher education in geography and politics, Denmark "ranked abysmally" compared with four other countries where industrial products were concerned.

"We received rock-bottom ratings... even on genuinely strong exports like electronics and pharmaceuticals," said Ms Djursaa. "At one respondent in a group interview, he'd be very suspicious of 'ideas and things like that from Denmark because he'd think we were having a go without experience, rather like a developing country."

This respondent probably did not realize that Bang & Olufsen, the manufacturer of up-market audio and television equipment, is Danish. This raises another problem.

Most of the big and successful Danish companies, which people all over the world can be expected to know about - Carlsberg in beer, Lego for plastic toy construction kits, Bang & Olufsen - are known

for their products, not for being Danish.

This is as it should be, according to the industrialists themselves, who are not over-enthusiastic about the spending of DKK37m in taxpayers' money on an image campaign. The Federation of Danish Industries (roughly equivalent to the UK's CBI) even went so far as to dissociate itself from the campaign.

Apart from beer, butter and bacon, Denmark has a considerable and growing presence in the UK.

Rentokil, which combats pests and is listed on the London Stock Exchange, is Danish-owned. The Carlsberg Northampton Brewery is the group's most profitable operation. Grundfos, probably the world leader in stainless steel submersible pumps, has an important production plant for heating pumps in Sunderland. DFDS, the shipping company, dominates North Sea ferry and freight traffic. A.P.Møller-Maersk has a substantial shipping operation, based in London, while Maersk Air has an ambitious foothold in UK civil aviation, and so the list could continue with the names of nearly all the larger Danish companies.

Last year ICL, the UK computer company, acquired 50 per cent (and it has management contract as well) of Regnecentralen, which is Denmark's largest computer manufacturer. Despite technical excellence, however, the company has lacked financial and marketing power. With ICL's management and marketing strength to back it, Regnecentralen can look to the future in the face more confidently.

Finally, Booker, the UK food and beverage group, bought Denmark's leading seed development company, Dasmefield, providing a foundation for a stronger international presence for the Danish firm.

Hilary Barnes

## EC RELATIONS

**We're not the foot-draggers — Minister**

WILL THE completion of the European Commission's internal market provide the Danes with an opportunity they are well-prepared to exploit (the view of Foreign Minister Uffe Ellemann-Jensen) or will it turn out to be "a nightmare" as the leader of the Social Democratic Party, Mr Svend Auken, has expressed it? The Danes are not quite sure.

They have always been ambivalent about the European Community. They joined after a referendum in 1972 which gave a two-to-one majority in favour of joining. But for the next 15 years opinion polls suggested that they regretted their decision.

In 1985-86 a left-centre majority in the Folketing was on the verge of refusing ratification of the Single European Act when the prime minister called another referendum. Again, when faced with having to make a real choice, the electorate backed the EC.

The 1986 referendum put things in place. The parties

opposed the Single Act, the Social Democrats, Radicals and the Socialist People's Party, have finally come to terms with membership. "The referendum created a new situation," said Mr Ellemann-Jensen.

Implementing the Single Act, however, poses some extremely serious problems for Denmark, arising from the high level of indirect taxation in Denmark.

If Denmark were to reduce its indirect taxes - the 22 per cent single-rate value added tax and purchase and excise taxes on heating oil, petrol, sugar, alcoholic beverages, tobacco goods and most consumer durables - to the average level in the Community, it would cause a loss of revenue of at least DKK40bn, or about a third of the government's revenue from indirect taxes, says a government study.

It is this issue that caused Mr Auken, in a recent essay, to write: "The EC's internal market can become a nightmare for the Danish economy and

mean a brutal farewell to the welfare state. But we have no choice. We are there, like it or not." He pins his hopes to the contribution that Denmark can make to developing the social dimension in the EC. "We want a welfare model on the European level, not to dismantle what we have in Denmark."

"This is a very real problem," said Mr Niels Helleve Petersen, the economy minister. "If we brought down our taxes rapidly to the levels proposed by the Commission it would increase our balance of payments deficit by DKK25bn."

"It is obvious that we have a problem here which goes to the heart of our economic policy. We expect our partners in the EC to understand this."

If border controls were removed overnight, there would be a stampede to buy a wide variety of highly-taxed products across the border in Germany, which has few taxes on consumer durables, much lower taxes generally, with a two-tier VAT rate of 7 and 14

per cent.

But borders will not be opened on January 1, 1993, according to Mr Helleve Petersen.

Referring to a report by Danish officials, which has looked at the legal commitments undertaken by signatories to the Single Act, he says that there are no commitments to abolish border controls for the purposes of preventing smuggling, controlling immigration, catching terrorists, or where veterinary controls are concerned. ("no one imagines Britain is going to relax its controls against rabies," he said).

In his view, these controls will not prevent free movement of goods, services, capital and persons, to which the Single Act is committed.

At the suggestion that, rather than preparing for tax approximation, Denmark is actually preparing a rearguard action to maintain its high indirect tax rates as long as possible, Mr Helleve Petersen

becomes indignant and emphatic that this is not the case. He insists that adjustment can only take place over a period of some years. He also points out that the government is preparing one of the most radical reforms of taxation in the country's history.

If the implication is supposed to be that the Danes are the EC's foot-draggers, he resents it. "We are very good Europeans," he says, and points out that not only is Denmark arraigned before the European Court less often than any other country, but that it sometimes wins its cases.

"We are on target, or ahead of it, in the liberalisation of capital markets. We are on target in removing technical restriction to trade. We are on target administratively. We are prepared to strengthen the European Monetary System, and we are not opposed to a withholding tax for interest on bank deposits," he points out.

Hilary Barnes

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## TOURISM

**VAT is offputting**

IN THE fairy-tale land of Hans Christian Andersen, the golden goose may still be able to lay the much desired egg - but only if the VAT on eggs drops.

Tourism is Denmark's fourth largest export industry which brought in nearly DKK15bn in 1988 but, as Ms Åsa Hoelzel, press officer for the Danish Tourist Board, admits: "Tourism is increasing but not enough." One of the acknowledged drawbacks of this "Little Country With Lots To Offer", as the campaign slogan goes, is the high VAT rate.

Denmark has a flat rate of 22 per cent VAT on all goods, not including additional taxes on "poison" goods such as tobacco and alcohol, which helps to push up the prices of everything from plastic Little Mermaid souvenirs to fur-coats from Birger Christensen. Since no immediate solution seems to be in sight, the 26,000-strong Danish tourist industry is still having to pin its hopes on the harmonisation following 1992.

After the success of a sluggish high season due to a particularly wet summer and the Chernobyl disaster in 1987, the Danish Tourist Board began more serious campaigning in Norway, West Germany and the UK to try to hold on to its share of the European tourist market.

Not surprisingly, tourists from Sweden, Norway, Finland and Iceland still make up the largest proportion of visitors in Denmark accounting for more than a third of tourist receipts in 1988.

Part of the reason for this is that Copenhagen International Airport is the hub airport for the Scandinavian airline SAS, which means that many on-going flights to the rest of Scandinavia are forced to pass through Copenhagen.

The airport has recently put in a DKK12m shopping centre with cafés and restaurants in order to make it more attractive.

Denmark is also ideally placed geographically so that Norwegians, Finns and Swedes holidaying by car must transit through Denmark to reach the Continent. "Our Nordic visitors feel at home in Denmark where the culture and language is similar to their own," explained Ms Hoelzel.

It is almost a tradition that many Swedish tourists come to Copenhagen to shop before Christmas since prices are marginally lower than in Sweden.

"Political indecisiveness has been a limiting factor, particularly to Copenhagen's growth as a meeting and convention centre," explained Mr Lars Blæhr-Hansen, managing director of the quasi-governmental Danish Convention Bureau.

Since its peak in 1982 when Denmark was listed seventh most-used convention and meeting centre in the world, alongside New York, business



The Little Mermaid welcomes visitors to Copenhagen

The tourist board has set up a new division as, unfortunately, the Danes spend more money outside the country than foreign tourists spend in Denmark

that the sum will double by 1995.

The unfortunate fact that Danes spend more money on holidays outside Denmark than foreign tourists spend in Denmark has recently attracted renewed interest from the government.

This worrying difference, in a country that already has a serious balance of payments problem, has prompted the new division in the Danish Tourist Board aimed solely at attracting local holiday-makers to spend their Danish kroner in Denmark.

"It would be unrealistic to think that we could make a serious dent in the charter tour market to places like Spain and Portugal, but we do hope to keep the last year's increase," said Mr Erik Skjoldal, director of the Danish Tourist Board.

The division, which was set up in April of last year, has a budget of about DKK2m and has increased local Danish tourism by almost 10 per cent since it was set up.

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## DENMARK 5

## FINANCIAL SECTOR

**Giants begin to stir**

THREE LITTLE-known giants of the Danish financial sector are awakening to a new and active era of international combat, and they have every intention of putting those better-known institutions, the banks, in the shade.

"Those banks which continue to base their business on deposit-taking, and not transactions business, will die out. They are the dinosaurs of the financial markets," said Mr Thorleif Krarup, chief executive of Nykredit, the mortgage credit association. He has no such fears about the future of his own sector, which, if he is right, will wipe up the deposits lost by the banks.

The biggest Danish bank, Danske Bank, has total assets of about Dkr176bn. This, however, is small compared with the two largest mortgage credit associations, Nykredit and Afdanmarks Danmark (KD), which both have total assets of about Dkr200bn.

But it is a time of rapid change for all the actors in the financial markets, banks, insurance companies and the bond and share dealers.

The three largest insurance-based groups, Baltic, Hafnia and Top Denmark, have now given themselves a holding company structure. This has enabled them to break out of insurance (Danish law says that insurance companies may not conduct any business but insurance) and into other financial services.

Baltica is perhaps the most adventurous in this respect. It is setting up a nation-wide chain of real estate agencies. It has bought the national ambulance, fire and vehicle rescue service company, Falck, and last month it started the financial world by acquiring a 9 per cent stake in Hambros Bank, with which it sees affinities that can be exploited in co-operation with the bank.

The commercial and savings banks are on the brink of far-reaching structural changes, but although most bankers are convinced that a wave of important mergers is just around the corner, the mergers have yet to happen.

It is widely accepted that Denmark is over-banked, with some 70 commercial banks and 140 savings banks to serve 5.1m people. However, 16 banks and 10 savings banks account for 90 per cent of the respective market shares. To stay competitive in the newly liberalised European financial "services" market, to have fewer banks, with a better-cost structure, is seen as the way ahead.

The two biggest banks, Danske Bank and Copenhagen Handelsbank, already have substantial minority holdings in big regional banks. This probably points to the way the mergers will eventually go, but the regional banks are so far resisting the jaws of their big cousins in the capital.

Meanwhile, the larger banks are active internationally, with subsidiaries or branches in London, New York, Singapore, and Hamburg. A feature of the accounts of the big banks in 1988 was the profitability of their foreign subsidiaries. In the case of Privatbanken,

about half its group operating profits came from its banks in London and Luxembourg.

This year will be a significant one for the savings banks, since legislation which took effect at the New Year enables them to turn themselves into joint stock companies.

The savings banks operate under the same banking act as the commercial banks and may conduct the same kinds of business. The only difference between them is that the savings banks cannot go to the market to raise equity capital.

The new law changes this situation. The second-largest of the savings banks, Birkbank, is already in the process of conversion. The biggest, SDS, plans to convert in the autumn.

The mortgage finance institutions are also in the first stages of internationalisation. KD, Nykredit and the third of the general mortgage associations, Byggarits Realkredit-

**The commercial and savings banks are on the brink of far-reaching structural changes**

lend (BKR) are active in London and Germany. KD has an office in France, and Nykredit last year bought a small German bank with the right to issue bonds.

The de-regulation of Europe's financial markets will put an end, at least theoretically, to the monopoly which associations have in Denmark and, more importantly, it will enable them to expand internationally - and they believe that they are in a strong position to do so.

The Danish mortgage system, which is almost 200-years-old, is based on the issue of bonds for the individual borrower by the mortgage associations, which are "self-owning" associations of borrowers."

"There is precise matching between assets and liabilities with respect to maturity, interest and currency. The credit risk is the only risk carried by the institute, and therefore the mortgage credit sector operates with a low interest margin of about 0.5 per cent," said Mr Krarup.

The system, used for most mortgage financing domestically, has given rise to a large and efficient bond market ranking ninth in the world by the value of bonds listed, at nominal value, with the household debt deteriorated over the past two years, as a result of changes in the mortgage finance system imposed by the government in an effort to force home-buyers to save more, and by a reduction in the tax deduction for mortgage interest to flat-rate 50 per cent.

Those who bought houses at high interest rates in the early 1980s have been badly hit, with a 45 per cent increase in foreclosures on residential property last year telling the sad tale.

Substantial increases were therefore made in loss provisions by the mortgage associations. However, 1988 was also a year with big increases in bond prices, so the net profit of the institutions just about doubled - in Nykredit's case from Dkr1.36bn pre-tax in 1987 to Dkr1.50bn last year.

Hilary Barnes

the returns are better because the market operates with minute staffing and administrative costs compared with the commercial banks, savings banks or building societies.

The Danish mortgage credit institutions are well prepared for competition in Europe. Their capital base is stronger than similar institutions in Europe. In Nykredit's case reserves of Dkr15.6bn are 5.5 per cent of total assets. Since it is expected that the reserve requirements for mortgage credit institutions will be raised closer to the levels being demanded of the banks, the Danish institutions will be in a strong position.

Their next move may be to convert themselves into joint stock companies, which, it is expected, they will be permitted to do under legislation now in preparation.

This will make it easier for them to go to the capital markets for finance ("when we tell people that we are an association, they think we must be some kind of bingo club," said Mr Krarup) and it will enable them to extend the scope of their business.

Danish institutions are learning the hard way about the difficulties of operating abroad. A 25m Danish Docklands project, Greenland Passage, where 152 luxury flats have been built, is having trouble selling the flats after the rise in UK interest rates. KD, Privahtanken and the two building companies involved, Isef and Christiansen & Nielsen, have formed a company to fund the project until such time as the flats can be sold, with KD putting up most of the backing.

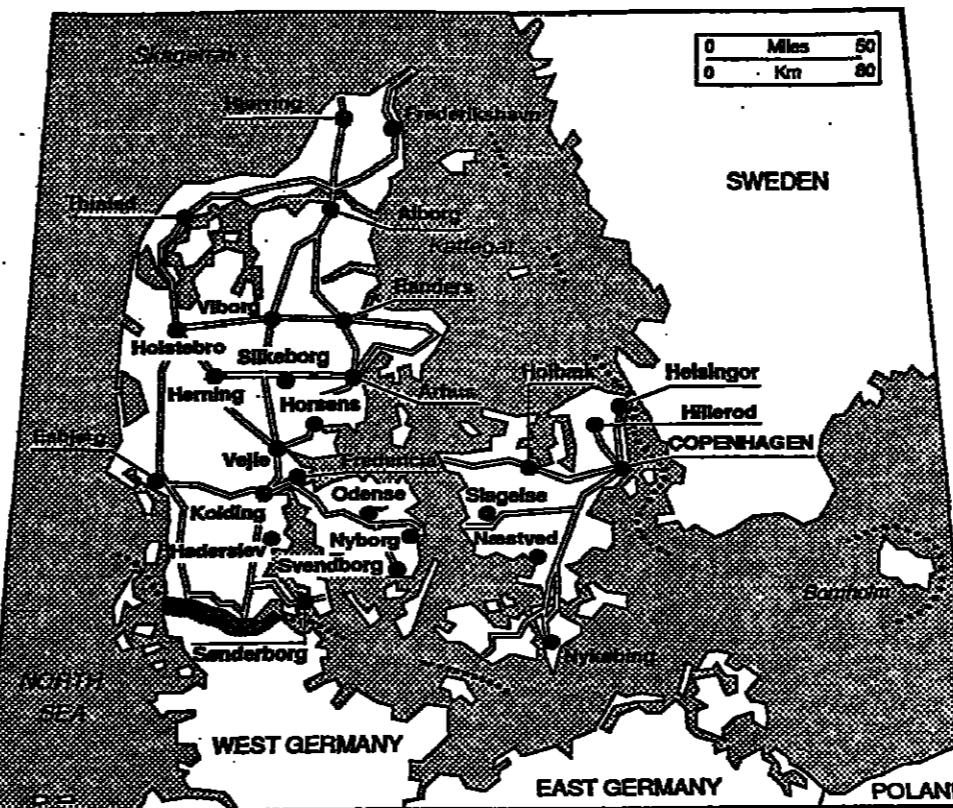
Nykredit is involved in a 250m residential and office project, The Circle, near The Tower, but is not providing mortgage finance until the price paid by the final buyer is known.

Meanwhile, in the domestic market, 1988 brought some unexpected problems. First, there were several projects on which the institutions were accused of having lent more money than they were legally entitled to do, which came to light when the market turned sour. Second, the position of the householder has deteriorated over the past two years, as a result of changes in the mortgage finance system imposed by the government in an effort to force home-buyers to save more, and by a reduction in the tax deduction for mortgage interest to flat-rate 50 per cent.

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Hilary Barnes



## AP MOELLER

**Success on the seas**

AP MOELLER, the shipping, oil and industrial group, may be the biggest business concern in Denmark but it has always favoured a low public profile. Self-confessedly conservative, it does not go out of its way to blow its own trumpet. But then it really does not have to because its satisfied customers across the world are testament enough to the group's reputation for professionalism in the international shipping industry.

In its last published results for 1987 the group made a profit of Dkr2.7bn before depreciation and announced new investments totalling Dkr2.3bn, a remarkable result in a sector of business that has stagnated for many years.

With a fleet of over 100 ships and a total 5m tonnes deadweight, the Moeller group is a major trading company across the world. The founder, Mr Arnold Peter Moeller, was far sighted enough in 1928, 24 years after the group was established, to start a cargo liner service under the name of Maersk Line to link the US with the Far East. But it was only

austere headquarters on the waterfront close to the Royal Palace in Copenhagen, reflects a quiet competence in a group that has to operate in a highly sensitive and harsh international climate. Last year Moeller displayed its confidence in the future of container trade at a time when other companies were contracting their activities. The company decided to manufacture a series of 12 advanced container vessels at its own modern shipbuilding yard in Odense. The yard has a surprisingly full order-book in an industry that has been almost wiped out by Europe.

The natural caution has done the group no harm. Moeller was a late entrant into the container revolution but this proved to be a genuine advantage since the group could learn from the mistakes made by others. Its highly complex structure, with two separate shipping companies inter-linked by joint business activities, may often confuse the outsiders and make it difficult to know just how much the group is worth. The company, however, is still very much under the shrewd personal direction of Mr Maersk McKinney Moeller, whose door is always open to managers with new ideas, though not to the media which he keeps very much at arm's length.

The group is also building up its presence in aviation.

Confirmed on Page 6

## Mergers and acquisitions

**Big is beautiful idea takes hold**

THE NEW year of 1988 has been a time of new resolutions for Danish industry. The old, acknowledged ideology of "small-is-beautiful" has given way to a new "big-is-better" mania in the business community.

A wave of mergers has swept all sectors of Danish industry over the last three months based on the prevailing belief among businesses that need so-called "industrial locomotives" to push a flagging economy along.

The term "industrial locomotives" was coined from an analysis by a group of business men, civil servants and trade unionists, titled, "Has Denmark a future as an industrial nation?"

In the analysis, the group argued for "large integrated industrial complexes which might function as locomotives in production, development and research."

Denmark's membership of the European Community and the approach of the single market in 1992 has drawn attention to the comparatively small size of Danish companies. Denmark has only two companies among the 500 largest companies in Europe.

Spies-Jaerborg, which is about the same size as Denmark in population, has more than 14 "Europe-500" companies.

The hope is that Danish industry by increasing its size will benefit from the economies of scale, and be in a better position to compete with its big neighbours West Germany, Sweden and the UK.

To date, most of the heavy weight mergers have taken place between companies which are already in a healthy position economically: merger activity has not involved moves to save sinking companies.

Three of the largest companies in the food industry merged at the beginning of the year to form the largest company in Denmark. The new food giant, Danisco, has turned over of Dkr13bn and it has brought together three manufacturers which specialise in different food products: sugar, snaps, a popular Danish hard liquor and emulsifiers.

At the same time, the new

company bought over a leading packaging company, Raackmanns Fabrikker, which specialises in flexible packaging for the food and beverage industry. The packaging company appears to be the last brick in the complex Danisco puzzle of creating a self-sufficient food company.

One of the most welcome and logical mergers to take place has been in the pharmaceutical industry between two of the largest companies, Novo and Nordisk Gentofte. Together they hold about 65 per cent of the insulin market in Europe and are the chief rival to Eli Lilly in the US market.

The post merger Novo-Nordisk will have a 360-strong research base and it is hoped that the marriage will have cut out any wasteful research duplication.

Not all the mergers that have taken place support the "locomotive" idea since many Danish companies, although large by Danish standards, have very little impact on foreign markets.

This is the case with the Spies-Jaerborg venture. Spies Rejser is the dominant charter travel group in Denmark and its purchase of its chief rival, Jaerborg, means that it now can claim over 80 per cent of the Danish market.

On the West German scale, however, the new travel group is only a modest fourth or fifth. Although Spies has shown no signs of raising prices as yet, its monopoly position has been referred to the European Commission - so this may be one negative domestic effect in the form of more expensive charter tours.

According to the West German research institute, IFO, in a recent report on Denmark, the spate of mergers will be an important step but will not necessarily save the country from economic stagnation.

Much more important are the questions of high direct taxes, high wages and low productivity which need to be solved not by industry alone but by Government policy.

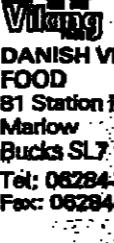
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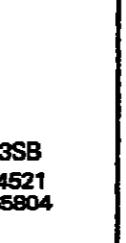
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## DENMARK 6

## CARLSBERG

## Beer that goes down well the world over

IT IS not really surprising that Carlsberg lager has become synonymous with Denmark. After all it was Mr Carl Jacobsen, son of the founder, who presented the famous Little Mermaid to the city of Copenhagen in 1913 and Carlsberg is associated with the running of the Tivoli gardens.

Its own sprawling brewery in the inner city is now an extraordinary mixture of modern technology and the bizarre buildings of the founding father and his son with their ornate rooms, more in keeping with a Greek temple than the home of a family making their wealth out of selling beer.

Today, Carlsberg and Tuborg which it acquired in 1970 have become an international conglomerate, known as United Breweries, with markets across the world. Their beers are now exported to 140 countries and brewed under licence in 28 countries.

Founded in 1847, export-oriented Carlsberg was moving onto world markets almost from its birth; it began exporting to Britain in 1868, where it remains very strong with a brewery in Northampton (opened in 1970) and a distribution network through the Grand Metropolitan group.

But the company also began exporting to East Asia and South America in the 1870s. The posters hanging on the walls in the Carlsberg Museum testify to the onward march of lager in the heyday of European imperialism to China, Malaya and Hong Kong.

The volume of sales outside Denmark of all the group's beer brands is today double that of its domestic market. Last year, Carlsberg achieved

**Carlsberg beers are exported to 140 countries and brewed under licence in 28 countries**

imported beer supplier.

Beer drinkers are generally conservative customers, however, and it is hard to break traditional drinking habits. Carlsberg has high hopes of building up sales in the wine countries of southern Europe, particularly in Spain where it has had a controlling interest in the Union Cerveceria group since 1985, and Italy, where Carlsberg took over Industrie Piretti seven years ago.

The harmonisation of duties inside the European Community by 1992 will have mixed results for Carlsberg, but it may lead to a price war in a highly competitive market.

It will be less easy for the group to build up its presence in the North American beer market, but last year Carlsberg reached a co-operation agreement with Labatt, the largest brewing group in Canada, and through its existing joint venture with the US company Anheuser-Busch the group has

been making steady progress in the US.

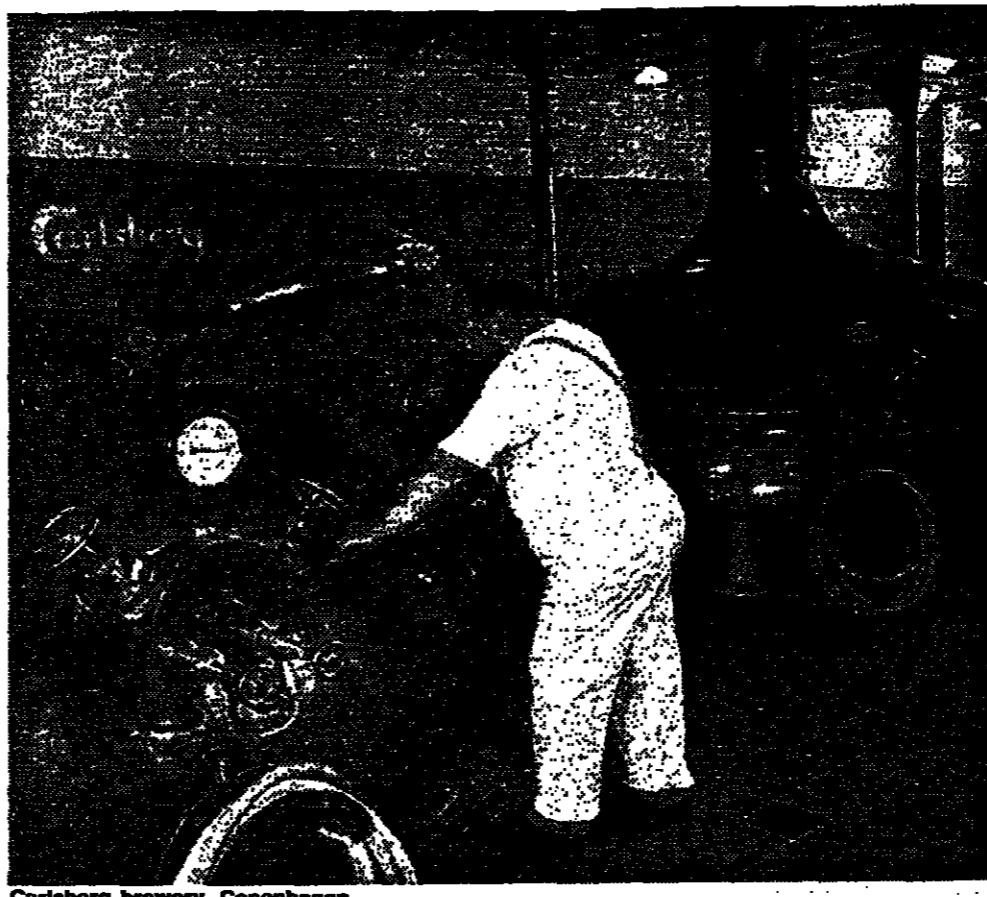
Carlsberg also has a substantial presence in the developing world. It built its first brewery outside Denmark in Malawi in 1968. Three years later another was built in Malaysia and, in 1981, the group established a brewery in Hong Kong.

The company's business activities nowadays are not restricted to making beers. As a result of its intensive research programme, Carlsberg has developed a number of group companies over the past 10 years, which manufacture products for the food industry, the control and automatic processing of fish and meat products and the making and marketing of peptide synthesis technology. It is not widely known that the group also owns the Royal Copenhagen Company which manufactures porcelain, silverware and household glass.

The brewing business is highly competitive and the challenge of 1992 will provoke a rash of mergers and acquisitions, but observers say that Carlsberg will remain invincible. Under its structure at least 51 per cent of the share capital of the group has to be owned, according to its statutes, by the Carlsberg Foundation, established in 1876. That group is also famous for its wide range of grants and bequests in both the arts and sciences.

In the past few years, Carlsberg has gone through a period of rationalisation. A third of the workforce at its Copenhagen brewery had to go and DKr450m was invested in a new bottling plant.

Robert Taylor



Carlsberg brewery, Copenhagen

## FUR FARMERS

## Monopoly under strain

FUR FARMERS in Denmark have been making good progress in sales to the US and East Asian markets in recent years, but they have begun to tread more warily in Europe. A recent fine by the EC Commission on the Association of Danish Fur Farmers for the violation of EC competition rules has sparked off an appeal by the association to the European Court of Justice in Luxembourg.

The Commission slapped on the DKr400m fine because 99 per cent of Danish fur farmers belong to the association which in turn sells the furs on commission through its own auction houses.

This is seen as an abuse of a monopoly position. However, Mr Helge Olsen, of Danish Fur Sales says: "The fur farmers are under no obligation to sell their furs via the association." The irate fur farmers have argued that the Commission is not in a position to assess the local fur market because it has an insufficient understanding of the special nature of the

market. Fur farming has a long tradition in Denmark and the other Scandinavian countries, having started in Norway in 1914; it is one of the few genuinely integrated Scandinavian industries.

Some concern in the 1950s that the four countries, Denmark, Sweden, Norway and Finland, were too small to compete against the US and Canadian breeders prompted the creation of a common marketing body called SAGA. This organisation deals only in farmed furs and not with furs from wild animals.

Until now, the system of the fur farmers selling their furs to the fur associations, which then market the furs via SAGA, has worked well. Scandinavian furs now dominate the world fur industry, jointly producing half the world turnover in mink furs and close to 90 per cent of the world turnover in farmed fox furs. Danish mink furs alone had a turnover of DKr1.55m in 1987.

Robert Taylor

The mild winter in Europe and the fluctuating US dollar have brought fur prices down in recent months, but this is regarded only as a temporary situation.

"The fur trade is very seasonal," explains Mr Niels Liljestrand, head of information for SAGA.

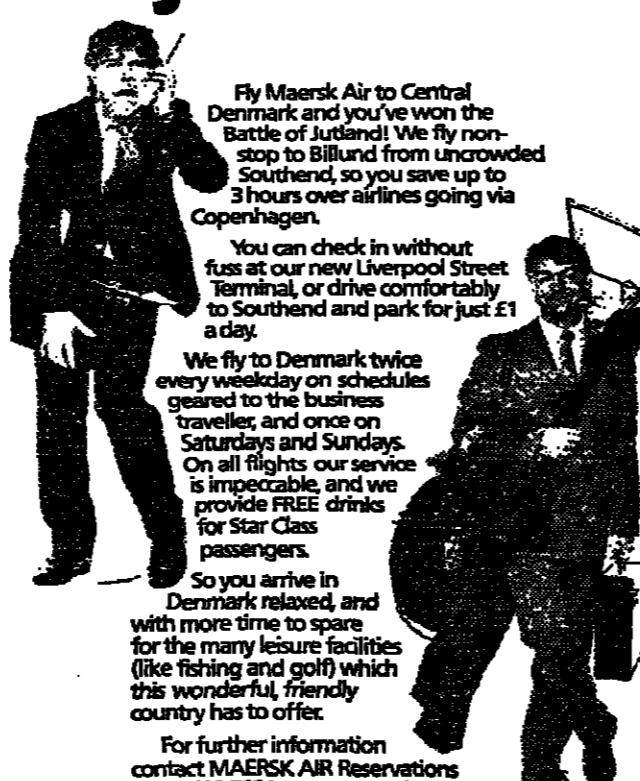
The association has been actively encouraging demand for fur having recently opened a special centre which offers free courses in fur design for gifted design school students.

The SAGA International Design Centre opened in the north of Copenhagen in December 1988 and has already had its first round of students from the UK, Hong Kong, Japan and Spain.

"We give the students a chance to work with fur which they would not normally have, since fur is too expensive a material for most design schools," said Mr Liljestrand. The centre also offers design instruction and fur-marketing courses.

Xueling Lin

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## Britain in Denmark

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## ISS

## A clean market sweep

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labour force in an industry where the 'Mrs Mops' have never been ranked with the industrial elite.

"Our staff are professionals, and they should be regarded as professionals," says Mr Ib Goldschmidt, a member of the management board.

This means that a very substantial effort is put into education and training, which is designed to ensure that the customer receives good service and also to reduce staff turnover in a business where many people work part-time and where job rotation is often high.

"We need job satisfaction, and if we don't do something about it, we just won't get the staff we need," says Mr Goldschmidt.

The training, which takes place at all levels, is a step towards devolution of responsibility and decision-making in order to give the individual greater influence over his or her work situation. The policy is pursued throughout the group, whether in Denmark, Brazil or Britain.

The programme is called the Partner Project, and to emphasise the importance attached to

relations with employees, ISS in 1988 became the first Danish company to make a directed share issue to all employees, not just in Denmark but worldwide.

In 1988, ISS had over 60,000 employees, but it has recently acquired a large company in the US, ADT, with a turnover of \$200m and 26,000 staff, as well as the UK Mediclean hospital services group and a large cleaning company in Sweden. Its total labour force now is about 115,000.

ISS' business operations fall into two main categories: building maintenance, which includes cleaning, linen and canteen services, and building automation, which covers energy control systems and building management services.

The training, which takes place at all levels, is a step towards devolution of responsibility and decision-making in order to give the individual greater influence over his or her work situation. The policy is pursued throughout the group, whether in Denmark, Brazil or Britain.

In 1989, ISS hopes to obtain a listing on the London Stock Exchange in connection with a planned share issue. Its US subsidiary, ISS, already has a listing in New York.

Hilary Barnes

## Success on the seas

Continued from Page 5  
Maersk Air started its activities in 1969 and it is now a partner in Danair, the Danish domestic line. The group has only around 8 per cent of the Scandinavian market with a majority of the domestic routes within Denmark and is no immediate threat to the

supremacy of SAS in the region. But the outlook could change with the onset of deregulation. Closer air links to Britain have already been established through Birmingham and the group is busy building up the air freight company which it started two years ago.

Moeller has diversified outside the energy and transport industries. It can now be found in the manufacture of components for the car industry like brake pads, fan belts and drive tor boxes, as well as the production of automatic moulding machines, cooling conveyors and other advanced technology for the foundry industry and the manufacture of plastic products, disposable sterilised articles for medical use and PVC sheeting.

The group has even advanced into the food and retail business through joint ownership of the Danak Supermarket chain with F Salling of Arhus. But the growth of Moeller

Robert Taylor

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## DANFOSS

## Classic rags to riches story

have any credibility," says Mr Gustavsen.

In 1979 Danfoss acquired its UK distributor, Dean & Wood, and five years later it took over a UK company which produces flow instruments, Flowmeter Instruments. The market that Danfoss is now hoping to penetrate is the US where it has bought an electronics company, Hampton Products, now a subsidiary of Danfoss Electronics.

"If we do buy another factory in the US it will be a 100 per cent takeover, we do not believe in doing things by halves," says Mr Gustavsen. This theory of doing things thoroughly has been carried out in the internal structure of Danfoss itself.

"If we do buy another factory in the US it will be a 100 per cent takeover, we do not believe in doing things by halves."

Last year the company began a vigorous decentralisation programme aimed at preventing it from slipping into the inherent bureaucratic sluggishness of a company with more than 13,000 employees. An added concern has been the possible damaging impact of any further expansion of Danfoss' headquarters, already 7,000 workers strong, on the small surrounding agricultural communities.

The company's wide range of products have been divided into six product groups which have become financially autonomous to a great extent. Each product group has to purchase materials and services from another product group at full cost. This has meant that each group could look for suppliers outside of the Danfoss group.

It has also acted as a spur to increased productivity and lower costs. Danfoss has bought out or the recent spate of mergers in preparation for the European single market in 1992 that has swept all markets of Danish industry.

As Mr Gustavsen explained: "We already have a strong company profile which we is leading us to success.

"If you want make any real impact on a market you must manufacture part of the product in the country, even if it is pure assembly, or you will not

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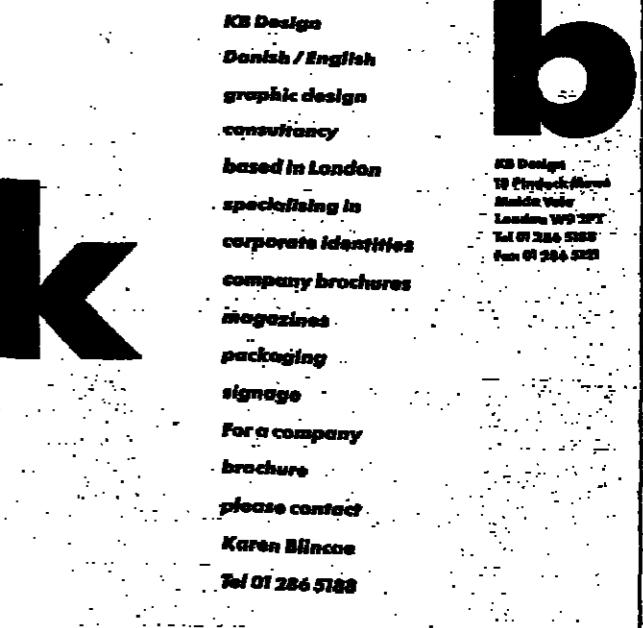
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## DENMARK 7

## NOVO/NORDISK

**Agreeable arranged marriage**

NOVO INDUSTRI and Nordisk Gentofte, Denmark's two biggest pharmaceutical companies, are on the brink of a new future together. They hope to have their agreed merger blessed by their shareholders on April 26 so they can prepare their strategy for the 1990s as a major player in the highly competitive world pharmaceutical industry.

The new conglomerate - Novo/Nordisk - will have an estimated turnover of more than Dkr16bn, equity capital and reserves of Dkr1.5bn and 7,350 employees across the world. It will become the second biggest company in Denmark with an expected 7 to 9 per cent rise in its sales and earnings this year.

The merger makes sense for both our long-term developments," argues Mr Mads Ovilsen, Novo's chief executive. He is pleased that the two companies have recently reported healthy profits for 1988, underlining the fact that their merger has not been forced on either of them because of financial weaknesses.

It is very much what he

describes as an "arranged marriage" but not at the point of a shotgun. While Novo enjoyed a 30 per cent rise in its pre-tax profits in 1988, rising to Dkr504m, Nordisk had a 16 per cent jump in its profits to Dkr142m.

The primary reasons for the unification of two companies that have spent most of their lives since their formation in the early 1920s in fierce business rivalry, lie in the cost benefits to be gained particularly in the marketing and research of their pharmaceutical products.

Mr Ovilsen illness their traditional relations to the feelings generated between Swedish and Danish football supporters, but he believes there will be few serious problems in moulding the two together through a strategy of expansion.

The new company will start with 50 per cent of the world's insulin market and more than 60 per cent of all insulin sales in Europe.

In the US, Novo has not made as much progress as it had hoped in the face of the dominant position enjoyed by

the US insulin manufacturer, Eli Lilly, but this could change in the future.

Novo has enjoyed particular success over the past year in its sales of hormone replacement products which went up by over 50 per cent to Dkr142m.

With almost all its research and development concentrated in Denmark Novo/Nordisk can be expected to make further breakthroughs from pooling their resources.

"Our survival depends on us developing new products," says Mr Ovilsen. In 1988 Denmark was the first country to give the market go-ahead to Novo's new human insulin produced by the fermentation of genetically engineered yeast cells.

The new conglomerate is also expected to build up its bio-industrial business. Last year Novo enjoyed a 13 per cent increase in its sales in that sector to a total of

Dkr1.823bn. The company has an especially strong market in the detergent industry for its industrial enzymes.

Mr Ovilsen talks enthusiastically of the group's future prospects in the field of "green chemistry" through the production of environmentally safe products and anti-pollutants. "We want to be a very specialised player on the biochemical scene," he adds.

**The main reason for the merger of the two former rivals lies in the cost benefits of joint research**

There is no reason to believe that the new conglomerate will not succeed. Admittedly the two companies who are about to merge have different cultures.

But Mr Ovilsen is determined to ensure that Novo/Nordisk will be an open, decentralised enterprise with encouragement for initiative from below.

Robert Taylor



Worker at a Novo laboratory near Copenhagen

## EAC A star in the East

THE EAST Asiatic Company is one of Denmark's most prestigious international trading, manufacturing and transport groups with a profit last year of Dkr344m and net sales of Dkr17.7bn.

Not bad for a business that was established in 1897 by Danish sea captain Hans Niels Andersen on the profits of a hotel in Bangkok. From the very start, its market as a merchant enterprise was based on trade between Denmark and the Far East with subsidiaries established in Shanghai in 1900, the year of the Boxer Rebellion and in Singapore two years later.

Today EAC has direct business operations in more than 40 countries. At the end of last year the group consisted of 128 companies with interests in a further 38 associated businesses.

The company is far more than a trading and transport concern. Indeed, it has a diversity of business activities organised in seven separate divisions under the general strategic direction of the company from its headquarters in Copenhagen.

"We favour a balanced development so that we can spread the risks and ensure that none of our sectors is forging ahead at the expense of others," says Mr H H Sparre, EAC's presiding managing director. "But all our activities are based on our ability as good merchants. We are major players in the areas in which we operate."

It is true that transport remains extremely important among EAC's interests, accounting for 27 per cent of the company's profits in 1988 and 18 per cent of group turnover with satisfactory results on the liner/container services between the East Asia and Europe.

During the second half of 1988, EAC in co-operation with the South Korean company, Hyundai Merchant Marine, enjoyed particular success on the routes between Asia and western Australia. But the company is also doing well in the carrying trade in forestry products between the west coast of North America and Europe through the management of Johnson ScanStar company.

EAC's trading division accounted for 22 per cent of the company's turnover last year, with strong results in its timber activities, especially in Australia, Canada, Brazil and the Philippines.

With plantations in Malaysia and an increasing trade with China, EAC continues to perform satisfactorily in the area where it first began.

But last year the company's

Confirmed on Page 8

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**BUILDING INDUSTRY**  
**Slack sector looks overseas**

DANISH building contractors may be going through a period of belt-tightening on the local building market, but they have not been complacent overseas.

Together with special financing from Danish mortgage credit institutions, they have increased exports from Dkr3.3m in 1980 to Dkr18.7m at its peak in 1984.

Mr Jesper Blou of the Danish Building Export Council estimates that "the value of Danish building in the UK alone is at least Dkr2.5bn and there are probably between 500 and 1,000 Danish skilled workers working on Danish sites in the UK."

This use of domestic labour, combined with the application of up to 70 per cent Danish products on the building site, is one of the characteristics of recent Danish projects abroad.

"Our skilled workers are possibly more disciplined and well-trained than their British counterparts," claims Mr Blou. "That is why many Danish companies go on using Danish labour, despite the fact they are paid nearly double the wage of a British worker."

This argument seems to be borne out in reality. Danbyg, which is one of the biggest property development and investment companies in Denmark, started moving into the UK market in 1986 spending £2m on a site in Hammersmith.

The company's British arm, Danbuild, is now building in west London. Despite, or perhaps because of, its use of Danish sub-contractors and suppliers, Danbuild has managed to keep building costs at the west London location at £50 a square foot which is considered cheap by British standards for type of construction involved.

Danish investment in Britain has, however, run into some trouble recently due to the rise in UK interest rates.

The Danish company, Ilef, which is heavily involved in the London Docklands where it is building 450 apartments, sold a large number of apartments last Spring. This year it has found it less easy to sell the stylish Danish-designed luxury apartments, particularly at its 152-apartment site at Greenland Passage.

Kreditforeningen, the Danish mortgage credit association, which has financed the building in the Docklands and is acting as surety against any losses, is negotiating for increased payments from Ilef and its partner, Christiania & Nielsen, for the Greenland Passage site.

Property developers in Denmark have a very close relationship with domestic mortgage institutions because such

institutions provide a special form of long-term loan that is based on the value of the property and not on the credit worthiness of the customer.

This form of financing has worked well in Denmark where the loans can total up to 80 per cent of property value.

Not surprisingly, local building companies are hoping to

see a liberalisation of Danish law so that this form of financing will follow them on their overseas projects.

The Danish Government has been encouraging on this point - the Housing Minister, Ms Agnete Laustsen, acknowledged that "the financial side of Danish building exports will be considerably strengthened by a change in the mortgage loan law which we hope to have passed this autumn by

parliament."

As part of a "massive export drive" encouraged by the quasi-governmental Danish Export Council, 10 Danish building companies are planning to build demonstration buildings in the UK, West Germany, Portugal and Spain.

Two demonstration buildings, displaying Danish building products, will be constructed in the UK as part of

lately outside of central Copenhagen - which saw a boom by money from the wealthy pension funds trying to avoid tax payments - has reached saturation point. Rents have slipped as much as 40 per cent, in some cases.

"Local building has definitely had to face a cutback. In money terms, the industry is anything from 20 to 40 per cent down on last year," estimates Mr Finn Hoelting from the consultancy, Building Information.

Construction in central Copenhagen has not been hit as hard as the provinces due to several large building projects which have taken up some of the slack.

The rebuilding of one of the major department stores, Illum, is nearing completion, as is a new Dkr400m shopping and entertainment centre,

Scalae, next to the famous Tivoli gardens and a planetarium in the banking district.

One of the largest heavy engineering projects to be undertaken in Denmark, the building of a Dkr17bn fixed link across the Great Belt, has given a welcome boost to the industry. The 18km link will connect Copenhagen to the Continent via the island of Funen and the Jutland peninsula.

The project has not only pro-

vided major contracts for Danish engineering companies, but has also prompted the plan for a 100,000 sq m new city centre in Odense, the largest city on Funen.

The contract for a major part of the link, called the West Bridge, was won recently by a consortium, European Storebælt Group, which includes the UK company, Taylor Woodrow Construction, and the Danish company, Per Aarsleff.

The concrete bridge will carry both rail and road traffic and will cost Dkr2.9bn. As Mr Blou of the Danish Export Council explains: "Denmark could do with more projects like the Great Belt Link because they provide Danish companies with the experience

they need for overseas projects. All we need is a favourable political climate."

Xuefeng Lin

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## DENMARK 8

## RESEARCH AND DEVELOPMENT

**Major player in the field**

DENMARK IS one of three OECD countries (the others are the US and UK) to have a technological balance of payments surplus; it sells more technology abroad than it buys.

But, at the same time, Denmark spends the equivalent of only 1.2 per cent of gross domestic product on research and development. This is lower than most of the countries Denmark compares itself with: Sweden spends 2.75 per cent; Finland 2.50; UK 2.32; and Germany 2.57 per cent. The reason is that Denmark spends almost nothing on defence R&D.

The Danish research-intensive industries—electronics, chemicals and pharmaceuticals

—also seem to spend less on R&D as a share of value added than companies in the same industries in other Scandinavian countries, according to a 1987 report by the semi-official Economic Advisory Council.

The Jeremiads also claim that the high-tech share of Danish exports, at about 17.2 per cent in 1987, is too low, and the share of medium-tech products, at 30.2 per cent, markedly lower than in comparable countries.

In fact the high-tech share of exports compares well with other countries (higher than in Holland and Norway, a little lower than in Sweden, but half the share in Swiss exports),

while the large share of low-tech products is accounted for by the big role played by agriculture in Danish exports.

The Danish electronics and scientific instrument industry plays a bigger role in Danish exports than in the exports of any other European country except Belgium, according to the Association of Electronics Manufacturers in Copenhagen, and per capita exports of pharmaceuticals are higher than in any country except Switzerland, the pharmaceuticals manufacturers claim.

A high level of achievement in pharmaceuticals is exemplified by Novo for insulin and industrial enzymes, Nordiske

Genofte for insulin and blood products, and Lundbeck & Co, which has just introduced a new anti-depressant, which lacks the side-effects of the products in circulation for the past 25 years.

Radiometer and Brøel & Kjaer in medical electronics, Foss Electric in flow control equipment for the dairy industry, Baas & Olufsen in consumer electronics, Storno in radio communications equipment, are a few of the outstanding players in this field.

Other articles here give a brief introduction to a few other outstanding products or processes. Hilary Barnes

## Health foods

**Peas for thought**

HEALTH FANATICS may soon be able to abandon the tepid joys of tofu, a protein rich vegetable "cheese" made from soya beans, in favour of a new pea protein being produced by a Danish food company, De Danske Sukkerfabrikker. The new pea protein, which looks like flour, can be added to different meat products to give the same protein and nutrition content as meat while avoiding the high-cholesterol animal fat.

There are, in fact, several different products being developed from the pea, which can be used in the meat and brewing industries and bakeries. The new pea protein costs only DKK18 per kilo, considerably less than animal and even soya

The RC 9000, which is a medium-sized computer, is based on a UNIX operating system, a system traditionally used only for small departmental systems, which means that a company wishing to expand its capacity with a RC 9000 can go on using its old software on the new computer.

The new computer will make its debut in the UK in the communications network, the City Fiber Network. The network transports telephone and data traffic via optic fibre cables and the RC 9000 will be used to control this heavy flow of information.

Xueling Lin

The major breakthrough in the production of the pea protein was the discovery of an ultra-filtration process which separates the carbohydrates from the proteins. The carbohydrate part of the pea being indigestible to humans. In the new process the peas are mixed with water to form a "pea soup" which means they can be cleaned better.

The soup is then broken down into five different parts—the pea shell, protein, fibre, starch and carbohydrates—which are repeatedly washed.

Only at the very last stage is the water removed and the different parts dried so that one is left with four flour-like products and a brown pea molasses. The pea molasses contains the carbohydrate part of the pea and is used as animal fodder.

The company is also hoping to carve out a niche in the UK and US markets, where consumers have the contradictory desire of eating white bread but wanting the health advantage of a high fibre content.

There the new pea fibre can be mixed with normal wheat flour, without discolouring the bread or changing the taste to produce a white bread with the same fibre content as whole-grain bread.

The pea fibre also has the added virtue of having the same water-binding qualities as animal fat so that it can be used as a substitute for fat in the production of juicy meat products such as sausages and pates.

Hilary Barnes

Xueling Lin

## COMPUTERS

**An expanding network**

THE RC 9000 is a revolutionary new computer that can detect its own faults. Developed by one of the oldest computer companies in the world, the Danish Regnecentral, has come up with a computer that can cope with large inputs of information and not make any mistakes.

The computer was designed with banks and insurance companies using reservation systems in mind. It is able to handle very large amounts of incoming and outgoing information even if the information is being constantly updated—what is known as on-line facilities.

The major breakthrough with the RC 9000 is its high

level of reliability. Built to be "fault tolerant" it can continue to work accurately even if there is a failure in the system.

When the computer discovers a problem it immediately isolates the area and it works out for itself how to continue to operate in spite of the failure. The computer is made up of loosely connected processing units which can be put together in different combinations like toy building blocks.

This new computer "architecture" means that the RC 9000 has a very flexible capacity and can have up to 32 interconnected processing units. Each unit is capable of making 15 transactions per second.

## Ground-meat products

**Meat group blossoms**

THE BIGGEST single investment ever made in the Danish food-processing industry is being made by Tulip, the meat processing group, in a plant for ground-meat products in Vejle, Jutland. The plant cost Tulip DKK350m last year, and the final cost will be higher.

When the plant is in full operation it will produce 185 products totalling 55,000 tonnes a year. The process is controlled by a computer integrated manufacturing (CIM) system, which brings together administration, planning and production control.

One result of the work on the Vejle plant is that Tulip has become the first meat processing business in Europe to be awarded funds under the EC's Brite research programme.

Together with software company Procos in Copenhagen, Danbrew, a subsidiary of Carlsberg, and OSI, a Dutch software company, Tulip will

receive DKK4.5m for the development of computer integrated manufacturing systems for the food processing industry.

The purpose of the Vejle investment is to centralise production of sausage and luncheon meat products and liver pastes in one plant (Tulip has four old plants) and to use the newest technology to achieve maximum efficiency.

The plant was inaugurated last autumn, but it has experienced a lot of teething trouble and will not be working at full capacity until the autumn of this year, said Tulip's development manager Mr Lars Nielsen.

The problems have not arisen with the computer systems or software, he said, but with some of the mechanical machinery and transport systems, many of which are

prototypes. Pumping some of the coarser ground-meat through pipelines proved to be more difficult than expected, for example.

The biggest difference between the Tulip plant and other plants performing similar tasks, said Mr Nielsen, is that the Tulip plant has six production lines—twice as many as any other plant—enabling it to turn out a greater variety of finished products.

Fully-manned, the Vejle plant will employ 233 people. If the same output were to be produced at Tulip's four existing plants, it would require an extra 200 staff, costing DKK44m more in wages alone, says Tulip.

Hilary Barnes

Xueling Lin

**A star in the Far East**

Continued from Page 7

most successful activities were in the distribution and marketing of equipment and products for the international graphics industry.

The business provided 31 per cent of EAC's gross profits in 1988 and 20 per cent of the turnover and EAC expects growth in this sector to continue this year. Although it has done well in North America as well as Britain in the graphics industry, the company has also been able to take advantage of its traditional Asiatic presence by opening up the China market as well.

Similarly in its consumer products division, EAC continues to perform strongly with its Asiatic customers notably

in Malaysia, Thailand, Hong Kong and Singapore. However, EAC is far from just being a company with an over-dominant part of its business activities based in Asia. Plumrose, with 23 per cent of the group's turnover in 1988, has strong production units in meat products, fish and vegetables particularly in Britain, Australia and New Zealand as well as Venezuela.

The company has an interest in hydrocarbons and real estate with a number of subsidiaries in the chemical and synthetic industrial textile sector, primarily centred on Denmark. It also participates in oil and gas exploration in the North Sea.

The company has an interest in hydrocarbons and real estate with a number of subsidiaries in the chemical and synthetic industrial textile sector, primarily centred on Denmark. It also participates in oil and gas exploration in the North Sea.

And yet the group has recently carried out what it calls a legislative audit of the legal framework for the internal market, looking closely at what the concept of a European company will mean.

But in the early 1980s EAC went through some stormy waters, but it emerged relatively unscathed. Mr Sparso believes that the company's merchant spirit, based on high ethical standards and customer satisfaction helped to see it through.

To many Danes, EAC has a deserved reputation as a good employer. Nearly 500 a year try to get a job with the company, but only about 20 are recruited.

Sitting in its impressive panelled head office, it is not hard to understand the *esprit de corps* that imbues EAC. In an unstable world market, it looks like more than holding its own.

Robert Taylor

## CFC GASES

**User unfriendly**

THE TARGET date of 1992 has been set by Danfoss, one of the world's leading manufacturers of refrigeration compressors, to produce a new compressor which does not release harmful CFC gases into the atmosphere.

Scrapped refrigerator compressors have become a much publicised source of CFC gas release into the environment, which is why Danfoss will spend a total of \$10m on research to find an alternative in the next 3-5 years.

Danfoss does not, however, produce any gas itself, and the research is directed solely at designing efficient new compressors.

At present the compressors of refrigerators and

frosters are filled with a combination of oil and Freon 12, a CFC gas developed in the 1930s when the harmful effect of CFCs on the ozone layer were not known.

Freon, actually a Dupont trademark, acts as a means of transporting heat from within the refrigerator to the outside, while the cold is kept in the refrigerator. The new compressor, however, will use the recently developed Freon 143A, which is not as efficient at transferring heat and cold as Freon 12, but which does not contain the harmful chlorine atom.

"The difficulty has really been to adapt the motor and pump in the compressor so

Xueling Lin



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## DENMARK 9

## AGRICULTURE

## Among the largest food exporters

**M**ODERN Denmark is the product of its successful emergence as an agricultural exporter in the final decades of the 19th century, when it became an important supplier of bacon, eggs and butter to the British market.

The image of Denmark as an agricultural country has stuck, which does not please its manufacturers or the authorities, who are keen to promote an industrial image for the country. By any reasonable definition Denmark is industrialised; only five per cent of the labour force is employed in agriculture and 70 per cent of its exports are industrial products.

But Denmark's industry is nevertheless indissolubly linked to its agriculture, past and present.

This point was made with some force in a study published last year by two Danish economists, Mr Kim Moeller and Mr Henrik Pade, in which they found that virtually all Denmark's most competitive exports, as defined by their share of world trade, were either agricultural or fisheries products. When the agricultural machinery and food processing industries are added to the agro-industrial complex, these industries account for about 20 per cent of gross domestic product, while all other manufacturing industries accounted for about 20 per cent.

In addition to the 133,200 employed in farming, 56,000 work in food processing and about 17,000 in machinery industries related to agriculture and food processing.

Denmark is the world's 10th largest food exporter, a considerable achievement for a country of 5 million. Agricultural exports in 1988 totalled DKK4.5bn (including EC export subsidies of DKK 6.5bn), some 22.9 per cent of merchandise exports. With the addition of processed products such as sugar, beer and butter cookies, the total came to DKK 53.2bn, or 27 per cent of overall exports.

A much-discussed issue is whether Denmark's agricultural dependence is a problem or a boon. The problem arises because European Community

and global trade policy difficulties make it more than doubtful whether agricultural production and exports can increase significantly over the next few years. If Denmark's external deficit is to be eliminated by increased productivity, the onus for achieving this is likely to fall on the manufacturing sector, economists argue.

Agricultural organisations are not too pessimistic, however, as Mr Olen Hoen, a director of the Danish Bacon and Meat Council explained. "Dan-

**The food processing industry will expand by increasing its production of convenience foods, which now accounts for about 10 per cent of total output**

ish producers should be able to win market shares as living standards rise in the southern European countries," he said. The food processing industry will expand by increasing its production of convenience foods, which now account for about 10 per cent of total output.

"And the big processing companies will invest in processing capacity, both in drying and meat-peeling, in other countries in order to secure enough raw materials to meet the demand for their products. Three meat processing co-operatives have already invested in slaughterhouses in Holland, the UK and Belgium, and MD Foods, the big dairy co-operative, is considering acquisitions in Europe and the US."

As a European agricultural exporter, Denmark stands out for the high proportion of its exports which go to third countries. This goes back to 1960s, when Denmark was not a member of the EC and was forced to find alternative markets.

This development has had a profound effect on some of Denmark's traditional markets. For example, the Danes now

## SEED

## Grass firm grows

DANISH GRASS seed is less well-known than the country's bacon and butter, but it enjoys a strong domestic position in Europe than either of these.

Danish companies account for about 60 per cent of the grass seed sold in Europe. The leading domestic seed company is the Odense-based Dachfeldt, which was acquired last year by Booker, the market for cheese, by tonnage, though not by value.

Mr Hoen thinks that greater emphasis will be given to Europe over the next few years, partly because other suppliers, such as Taiwan, will gradually displace Danish pigmeat in Japan and partly because of the opportunities arising from the completion of the EC internal market in 1992.

In the primary agricultural sector, profound and painful changes have taken place during the 1980s. There are now about 40,000 farms which operate on a full-time basis. In 1970 there were about twice this number.

The change is well illustrated by developments in pig production. In 1970 there were 98,900 farms sending pigs to slaughter, but only 17 per cent came from farms delivering more than 500 pigs a year. In 1988 there were 39,141 such farms with 77 per cent of the pigs coming from farms delivering more than 500 and 30 per cent from farms delivering more than 3,000.

There have been two major financial crises in agriculture within the past 10 years, in 1979-82 and 1986-88. The effects of the latter have not yet worked themselves out; many more farms will be sold over the next two or three years.

Nevertheless, this spring has seen a return to a more optimistic mood in agriculture, and the explanation, in a country where pigmeat is the single most important export, is not hard to find: the producer price for pigmeat has been raised three times since the New Year.

Hilary Barnes

THE Danish agricultural processing industries are almost entirely controlled by co-operatives owned by farmers and run on a basis of one member, one vote.

The co-operatives, which established their dominance at the end of the last century and have never let it slip, give farmers control of the entire production process from the farm to delivery to the retailer or distributor.

The co-operatives, however, are sometimes criticised as being out of step with the times. They have become so big that they have lost contact with their members, according to some critics. Another criticism, which appears in a Ministry for Industry analysis of the food processing industries, was established by farmers a century ago, who saw the market potential of pure seed. Since then production know-how has been handed down through generations of farmers.

"Booker did not only buy a firm; they bought the seed development know-how of a couple of thousand farms," said Dachfeldt's managing director Mr Hans Laurids Johansen.

Besides grass seed, Dachfeldt has pioneered flower breeding, and its subsidiary, Ohlsens Enke, is a leader in vegetable seed and breeding. At its research station near Odense (which is also the centre of the domestic horticulture industry), Dachfeldt has 11,000 square metres under glass, of which 5,500 are used for plant development and research purposes.

Plant development from tissue culture is one of the leading lines of development. The technique, by which a few cells are developed in a growth culture, produces in the course of a single season a million identical plants from a single culture. This is the central concept in the marketing of potted flowers, such as begonias, cyclamen and gerbera.

The acquisition of Dachfeldt by a non-Danish company caused considerable controversy, but Dachfeldt and its employees are happy with Booker. "It is a big advantage to join a big international company, which provides much greater opportunities for expansion

HB

## MD FOODS

## Dairy co-op goes for size

Size is regarded as crucial as competition increases in the run-up to the EC's internal market. "MD Foods today has the strength to take on the international food giants; a strength that will ensure that the Danish dairy industry will not be routed when the big multinationals companies show their teeth," MD Foods' chairman Mr Rasmus Jensen, a dairy farmer himself, told members in the annual report for 1988. The company's main markets are in Europe, the US, Saudi Arabia and Brazil, but it exports to more than 100 countries. About 45 per cent of the group's turnover comes from the UK and the US especially, but so far no investments have been made.

Traditionally the dairies took the market as given and sold what they produced. Now, Mr Christensen says, "if we can find a market, we produce a product we can sell to it." For example, MD Foods has just introduced a cow-milk variety of a traditional Spanish cheese made from goat or sheep milk, while in Hong Kong a market has been found for a milk product for babies. Production of Danish milk is limited by the EC's milk quota policy. The group is therefore considering buying dairies elsewhere. It is looking at the UK and the US especially, but so far no investments have been made.

Expansion into production of non-milk based foods is another line of development. This would exploit the group's technology and expertise in dairying and its existing channels of distribution for juices, puréed fruits and coffee whitener, among others. More convenience foods, especially deserts, are also in the production programme.

Hilary Barnes

## TULIP

## Drive to improve earnings

TULIP, the meat processing co-operative, accounts for about 25 per cent of all pigs delivered for slaughter in Denmark. It is not only the biggest abattoir and meat processing business in Denmark but the biggest in Europe.

Tulip's net profit in 1987-88 fiscal year was DKK128m, compared with DKK104m in 1984 when turnover was only DKK3.7bn. Group equity capital of DKK382m is only 17.1 per cent of assets.

Substantial investments in

rationalisation, a new processing plant for ground-meat products, and in convenience foods also helped to explain the dip in Tulip's earnings. Last year Tulip invested DKK543m, which was double the 1986-7 level and five times as much as in 1984. It is hoped that these investments will improve earnings, especially when the group's modern ground-meat processing plant is fully operational later this year.

cessing industry. A gradual improvement in veterinary standards in Europe, bringing them up towards Danish levels, is expected to give Denmark an advantage by equalising raw material prices in Europe, said Mr Carstensen.

Tulip is a well-known brand name in some markets, but the consumer of the bulk of Tulip's products is probably not aware that the meat is Danish, let alone that it is Tulip's. Future sales strategy will use the brand name for some products, but often the product will be sold under the brand name of a retail chain.

Tulip is not one of the slaughterhouse groups which has so far bought equity in a slaughterhouse elsewhere in Europe, but this could be the net step in its strategy to ensure that it can meet future demand.

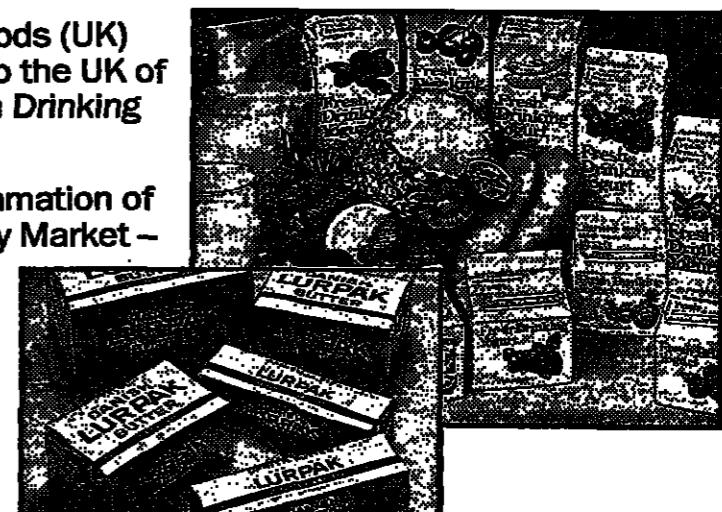
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For further information contact: Charles Hunt, MD Foods (UK) Ltd., Gatton Place, St. Matthews Road, Redhill, Surrey RH1 1TA. Telephone: (0737) 761124

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## DENMARK 10

Hilary Barnes provides a guide for the business traveller

## Be on time and come to the point



**Phones:** All area codes are changing in mid-May, therefore all current phone numbers will soon be out of date. Area codes must be dialled for all calls, including local ones. The Denmark code for international calls is 45. Dialling out of Denmark, the code is 009.

**Hotels:** Room rates in the top range hotels in Copenhagen are Dkr1,000-1,500 for a single, not always with breakfast. Palace 01144050; Hotel d'Angleterre 0120096; Plaza 0114282; SAS Scandina 01112324; SAS Royal 01141412; Sheraton 01143535; King Frederik 01125905; Imperial 01128000; and Admiral 01118223 are all central and recommended.

**Travel:** Kastrup International Airport is the main airport for Copenhagen. Duty-free at Kastrup are among the cheapest in Europe. SAS bookings 01187277; airport information 01541701.

There are domestic flights timed to suit the business traveller to Odense (Funen), Aarhus, Aalborg, Thisted, Esbjerg, Billund, Sonderborg (all Jutland). Bookings through SAS or other airlines.

Plenty of taxis in the big towns, with tariffs matching the country's high-cost reputation.

Copenhagen has an efficient suburban train (S-tog) service and a good bus service.

Avis 01152295; Hertz 01127700; and Interrent 01140111 offer nation-wide car hire services. SAS offers a limousine service from the main airports for business travellers.

Eating out: Copenhagen has dozens of excellent, small restaurants, including an increasing variety of ethnic restaurants if you want to get away from hotel dining rooms. Central: King Hans, Joanne's, Egolista, Copenhagen Corner, Peder Oxe, Lumlebogen, Fiskehuset (fish), Cranks

(vegetarian), Kommandanten, Les Etoiles et une Rose, Sorte Ravn, Leonore Christina. Lunch restaurants specialising in Danish open sandwiches include Ida Davidsen, Gitte Kik, Sct Annaes, Gilleje. In summer, there are several good restaurants in the Tivoli amusement gardens, Divan II, Nimb, Balkonen.

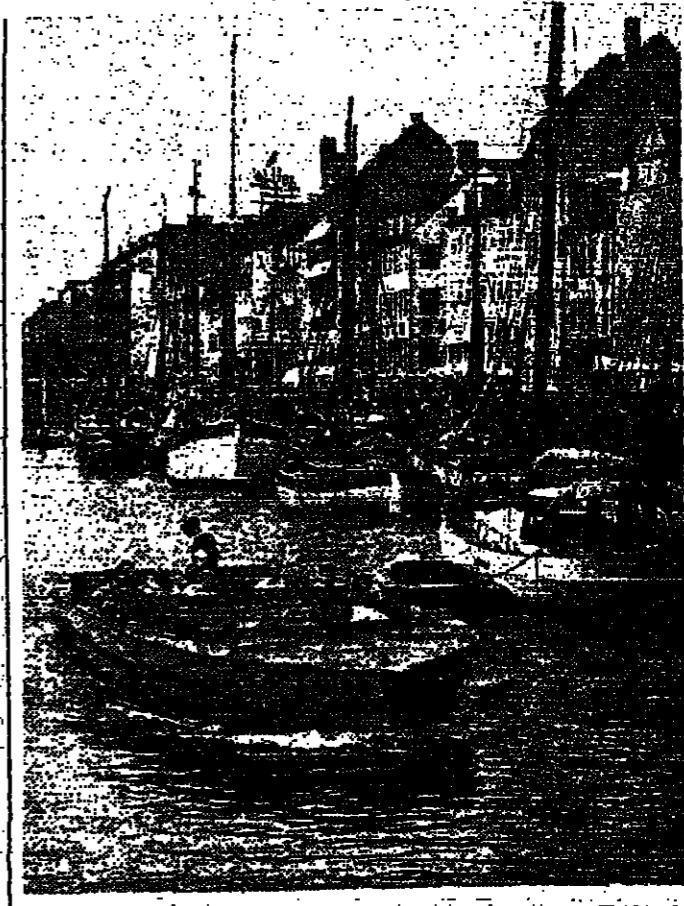
At meals, do not raise your glass until your host or hostess does so, then look everyone at the table in the eye before you drink, and do not put your glass down until you see your host or hostess doing so.

If invited out privately, always take a small gift for the hostess - flowers or chocolates, for example.

In business, be on time, and come to the point; the Danes do not expect to spend 20 minutes getting to know you before they talk business. Business advice: The big banks: Danske Bank 01156500;

Copenhagen Handelsbank 01129290; Privatbanken 01111111; SDS 01121588; Andelsbanken 01145114; and for Jutland Provinzialbank 00625111; and Lykke Bank 00611222. The Federation of Industries (Industrifonden) 01152221; the Agricultural Council (Landbruksrådet) 01145672; the Tourist Council (Turistrådet) 01111415; and for independent analysis of the state of the political and economic situation: The Scandinavian Economics 01142127; British Embassy 01264600; US Embassy 01423144.

**British Business Lunch:** last Friday in month. Visitors welcome: contact Hilary Barnes 01142127. Fax 01988032. **Public holidays:** December 25-26, January 1, Maundy Thursday, Good Friday, Easter Monday, Great Prayer Day (fifth Friday after Good Friday), Ascension Day, Whit Monday, Constitution Day (June 5).



Nyhavn

## Shake-up plans

**Continued from page 1**  
govern Denmark without a broad basis of consent. This is why there always seems likely to be a serious gap between the intentions and the outcome of government policies in the country.

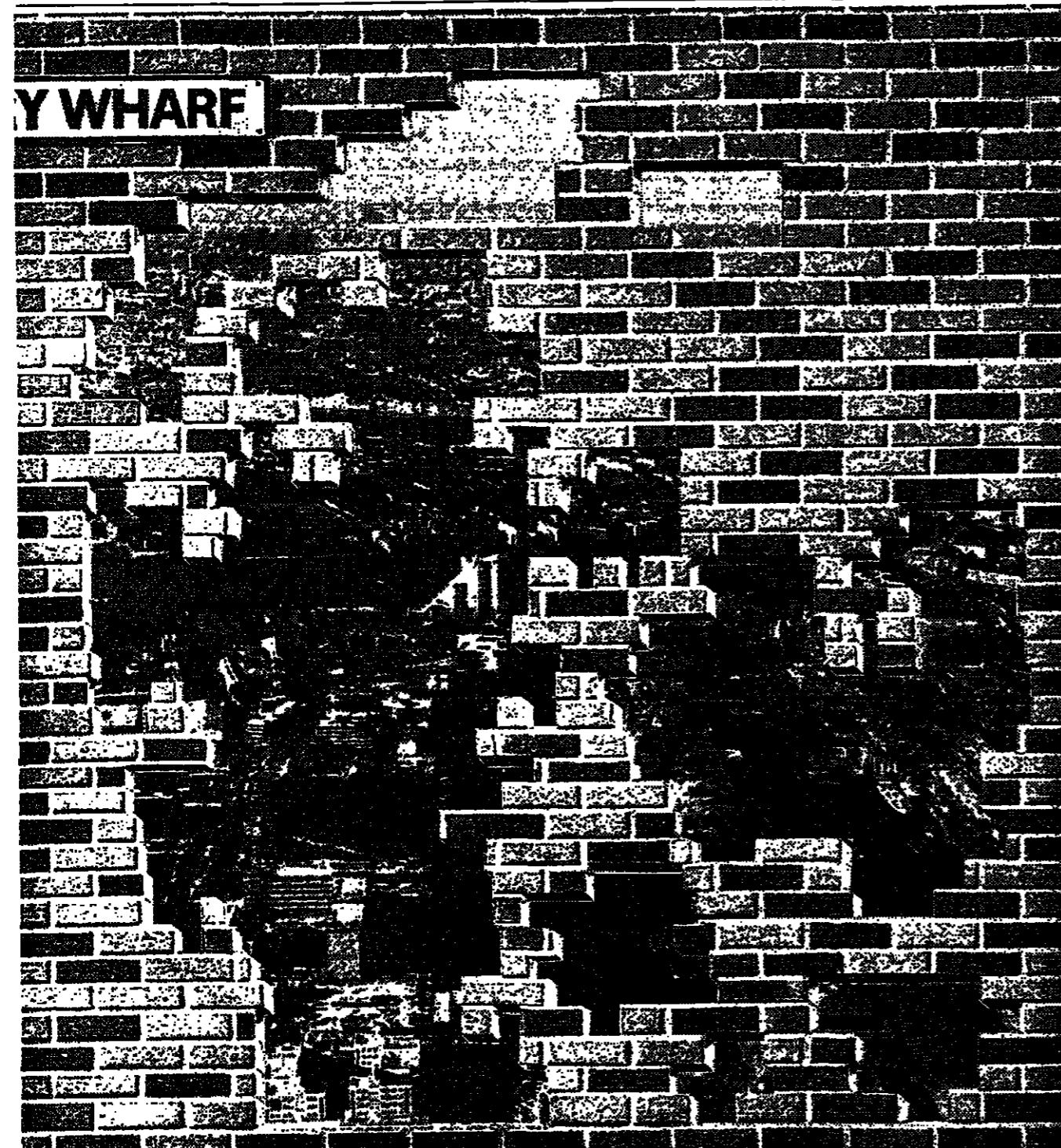
Mr Schiltner, after last year's May general election, managed to win over the pivotal Radical Liberals to join his coalition. Traditionally the party believes in the market economy and a pacifist foreign policy. Its backing is vital for the survival of the government. Mr Niels Helveg Petersen, the party's leader and now economy minister, seems ready to go along with what some ministers are already calling the "horror" package designed to remedy the country's economic problems but he insists: "We have to do a deal with the Social Democrats in it." The recent compromise settlement on defence is seen by him as the kind of broad-based deal that might succeed in another controversial area.

Yet the uncertainties of the parliamentary situation suggest that in the inevitable give and take Mr Schiltner will have to surrender more of his original package than is economically sensible. But then a Dane in a hair-shirt is an unlikely figure. As Robert Molesworth, a perceptive English diplomatic observer of the Danish scene in 1882 recalled of the Danes: "They live but from hand to mouth and therefore as soon as they get a little money they spend it. They live today, as the poet advises, not knowing but what they now have may be taken from them tomorrow." However, he went on: "There is no more impossible task than to collect all these taxes and impositions should continue."

It may well be that Mr Schiltner will have to battle against the tide of Danish history to make his country the kind of competitive economy he would like to see. Whatever encouragement he is receiving today from opinion surveys and his political colleagues...



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